

**Towards the strengthening of a Results Based Management approach in
academic fellowships: the case of Rotary Peace Fellowship at Makerere
University Peace Center**

BY

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REG.NO:

A SOCIAL CHANGE INITIATIVE (SCI) REPORT SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE
POSTGRADUATE DIPLOMA IN CONFLICT TRANSFORMATION AND
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DECLARATION

I, MARIA LARA, do hereby declare that “Towards the strengthening of a Results Based Management approach in academic fellowships: the case of Rotary Peace Fellowship at Makerere University Peace Center” is entirely my original unaided work, except where acknowledged, and that it has not been submitted before to any other University or institution of higher learning for the award of any academic qualification.

Signed.....

Date...10th February, 2024...

MARIA LARA - ROTARY PEACE FELLOW

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APPROVAL

This Social Change Initiative (SCI) report has been approved for submission to the College of Humanities and Social Sciences by the University Mentor and Supervisor after having thoroughly read through its contents.

Dr. Helen Nambalirwa Nkabala

Date

Mentor and Supervisor

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Dr. Samson Barigye

Date

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Acronyms

AU	African Union
GPI	Global Peace Index
IEP	Institute for Economics and Peace
OECD/DAC	Organization for Economic Co-operation and Development/ Development Assistance Committee
OHCHR	Office of the High Commissioner of Human Rights
PF	Peace Fellowship
PPI	Positive Peace Index
RRF	Results and Resources Framework
RI	Rotary International
RPC	Rotary Peace Center
RPCMU	Rotary Peace Center at Makerere University
SCI	Social Change Initiative
ToC	Theory of Change
UNDP	United Nations Development Program

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Abstract

The Power of Measuring Results

If you do not measure results, you cannot tell success from failure; If you cannot see success, you cannot reward it; If you cannot see success, you cannot learn from it; If you cannot recognize failure, you cannot correct it; If you can demonstrate results, you can win public support.
Edited from Osborne & Gaebler 1992

This SCI identifies the Peace Fellowship Program aggregated results by evaluating its relevance, effectiveness, and sustainability in light of the current international and regional peace agendas. This SCI includes general recommendations for the RPCMU to adopt a Results Based Management approach. This, to improve its results showcasing towards a strengthened positioning with donors and stakeholders.

The views expressed herein are those of the Peace Fellow Maria Lara, and do not necessarily reflect the official opinion of the Rotary Peace Center at Makerere University. Individual answers to surveys questions have been kept strictly anonymous and confidential.

Summary

The Goal of this SCI is to contribute to the strengthening of the Results Based Management (RBM) approach in the Rotary Peace Center at Makerere University (RPCMU) Peace fellowship.

The SCI objectives are 1) To support the identification of cohorts 1-4 aggregated results; 2) To identify the alignment of the SCI portfolio with international and regional trends and peace -related agendas and 3) To implement and recommend RBM tools for the RPCMU to improve its results monitoring and reporting.

This SCI was developed in the following phases: 1) Data collection and data analysis; 2) Codification and database completion; 3) Triangulation and validation; 4) Statistical analysis, findings systematization and visualization, and 5) Completion of actionable recommendations.

The SCI evaluative exercise allowed to analyze the Peace Fellowship (PF) results on relevancy, effectiveness, efficiency, and sustainability. The SCI includes 13 findings related to the delivery of the PF to four cohorts, having strong achievements on geographical representation, gender parity, and fellows' profiles diversity.

The SCI also analyzed the level of contribution of the PF to 12 African countries ranked LOW and LOWEST by the Positive Peace Index and pillar. The SCI also includes the fellow's perception on the PF and the MU faculty suggestions to improve the PF.

The SCI concludes with seven actionable recommendations aiming at inspiring the RPCMU to fully adopt them to improve their monitoring and reporting towards a better positioning with stakeholders and donors. For the latter, the fellow delivered concrete RBM tools and actionable recommendations to the RPCMU for the RBM culture and practice to trickle down to future PF cohorts.

Likewise, the fellow ends this report by advising to distribute this SCI report among stakeholders worldwide, including other RPC and to the Rotary International authorities for them to consider replicating this evaluative SCI in other RPC SCI portfolios and RI social projects portfolio.

CHAPTER ONE

I. Background

Rotary International Peace Fellowship

Since 2002 Rotary International (RI) implemented a fully funded Fellowships for peace professionals from around the world to strengthen their skills as catalyst for peace in their home countries, communities, and worldwide. Up to 2023, RI has supported 1,700 fellows from over 140 countries.

The Fellows can either apply to complete a two-year master's degree in peace related subjects or to complete a one-year certificate on peace and conflict resolution. The certificates are delivered by Rotary Peace Centers (RPC), hosted by prestigious universities around the world.

The certificate fellowship lasts one year delivered through an online and on-site academic program. For one year the fellows have access to state-of-the-art knowledge and practice on peace theory, peace building and conflict resolution methods. The faculty of each university hosting the RPC deliver an on-site training module lasting 10 weeks. The fellowships include universities' tuition and fees, room and board, round-trip transportation, and field-study expenses.

The certificate aims not only at strengthening the theoretical background of each fellow, but also at allowing the participants to expand their professional networks, as each fellowship cohort is comprised of worldwide professionals with varied experience in peace, development, and humanitarian fields.

Each fellow is selected by a specialist panel at each RPC. The selection criteria are based on the fellows' professional background and on the Social Change Initiative (SCI) proposal submitted by each fellow during their application process. After the 10 weeks on-site, the fellows return to their home countries to implement the approved SCI and deliver related results at the end of the academic year. The fellows return to the RPC campuses at the end of the academic year during the capstone week of the following academic year to report back on their SCI results.

The RPC also assigns a Rotary host counselor for each fellow. Each host volunteers to welcome one fellow during their first week in the host city. Later, each host does a follow up with the fellow during the 10 weeks on-site training. This, as Rotary seeks for fellows to feel accompanied and

guided. They also invite the fellows to one of their meetings so the rest of the Rotary club members in the host country can listen to their SCI proposals and provide them with feedback.

II. Introduction

Rotary Peace Center at Makerere University in Kampala, Uganda

The Rotary Peace Center at the Makerere University (RPCMU) is located in Kampala, Uganda. The academic program for the certificate Peace Fellowship is ambitiously organized in different modules delivered by approximately 25 Makerere University and guest faculty.

The one-year certificate at the RPCMU starts with series of on-line sessions setting the basic background on peace theory and the understanding of the peacebuilding tools and methods. This, followed by the 10 weeks on -site in which fellows progress into the study of traditional peace practices; restorative justice; conflict mediation and resolution; arts as peacebuilding mechanisms; peace journalism; and peace and development. The program also includes modules to train the fellows on basic research and academic writing skills and project planning to be used during the SCI stage.

During the 10 weeks on-site, the fellows complete several field trips in Kampala. Fellows also complete one week field study trip to Inner Uganda and one international field trip to Rwanda. These study trips are of paramount importance for fellows to apply all the acquired theoretical tools into their analyses of conflict and post conflict real-life experiences.

By the end of 2022, the RPCMU trained four Fellowship cohorts sponsoring a total of 70 fellows (29F, 41M). The fellows completed the program despite the COVID -19 pandemic. For the four cohorts, the RPCMU delivered comprehensive training on peace and conflict resolution, whereas the 70 fellows delivered each one of them a SCI implemented, in most of the cases, back in their home countries.

Currently the RPCMU continues implementing the Peace fellowship having completed seven cohorts by February 2024. The scope of this SCI extends just until 2022 for the programmatic results of cohorts one to four.

SCI report structure

This SCI report fully complies with the RPCMU template. The first chapter includes a Summary showing the most important findings. In the subsequent chapters the report details the SCI problem statement, goals, literature review, Theory of Change (ToC) and theoretical underpinnings, and used methodology. The following chapter presents the SCI main findings by using standard evaluative dimensions and then closes with actional recommendations for the RPCMU.

III. Problem Statement

The RPCMU presents the results for each cohort at the capstone week of the following academic year. During this week, the RPCMU organizes a one-day event to allow the graduating fellows to present their SCI main results. This event, together with an internal report circulated just with Rotary International, are the only opportunities for the RPCMU to showcase the achieved results by cohort.

The above-mentioned mechanisms allow the RPCMU to comply with reporting requests and to remain accountable to its stakeholders. However, these mechanisms offer a disaggregated image of the SCI results. The results disaggregation prevents the audience from fully understanding the potential contribution of the RPCMU to enable the RI mission, and to advance the regional peace-building agenda in Africa.

The RPCMU is continuously adopting Results Based Management (RBM) mechanisms, which will allow this center to fully showcase the aggregated result yielded from the hard work and the human and financial results invested in each cohort. Adapting this RBM culture could possibly also allow an increased resource mobilization among Rotarians, other donors, and stakeholders.

IV. Goals and Objectives

The Goal of this SCI is:

To contribute to the strengthening of the Results Based Management (RBM) approach in the RPCMU Peace fellowships.

SCI objectives:

1. To support the identification of cohorts 1-4 aggregated results based on the following evaluative dimensions relevance, effectiveness, efficiency, and sustainability.
2. To identify the alignment of the RPCMU SCI portfolio with the current international and regional trends of peace building and peace -related agendas.
3. To implement and recommend RBM tools for RPCMU to improve its results reporting and its positioning with donors and stakeholders.

V. Challenges and mitigation strategies

The most important challenge to be addressed during the implementation of this SCI was the varied availability of institutional information around the RPCMU.

While the center staff shared information around the cohorts 1-4 and the individual SCI for each cohort, this SCI would have benefited from more institutional information of the fellowship (such as financial information) for a more comprehensive analysis of overall results based on the commonly used evaluative criteria. This SCI addressed this challenge by implementing additional evaluative tools such as surveys.

Another challenge faced by the SCI was to process and codify the very different topics of the 70 SCI to find common topics and trends of the analyzed alignments with peace building agendas. To mitigate the above-mentioned challenge this SCI has a longer process of codifying SCI contents to avoid losing precious information of individual SCI, while also keeping the goal to showcase aggregated results.

Another challenge was the lack of response shown during the data collection period. The mitigation measure implied extending deadlines for actors to answer surveys and/or share information.

The last challenge was the lack of rigorous monitoring of initial SCI indicators within final SCI reports. The lack of this monitoring challenged the identification of individual SCI results hampering the results aggregation when considering the whole SCI portfolio. This last challenge was rigorously addressed by identifying and codifying results after reading the 70 reports and tracking, where possible, some narratives directly or indirectly related with the initial SCI goals and indicators.

CHAPTER TWO

I. Literature Review

There are not many previous works related to analyze results of RI or RPC Peace Fellowships worldwide, but the reports published by the same organizations which, as mentioned, show results in a disaggregated fashion.

Similar to the work of this SCI, in July 2021 the Office of the High Commissioner of Human Rights (OHCHR) commissioned an external evaluation to identify the results of its Indigenous Fellowship Programme and its Minorities Fellowship Programme. The fellowships are training programme targeting indigenous peoples' and minority rights defenders, for them to build and strengthen Civil Society capacity. The evaluation primarily focuses on the fellowships' immediate outcomes and to identify the supporting and limiting factors for the fellowships to be completed¹.

Another Fellowship program evaluation was conducted by the Department of Nursing at the Texas Woman's University. This evaluation analyses the results of a one-year post-graduate program for Advance Practice Providers specializing in community-focused psychiatry. Measuring knowledge

¹ chrome-extension://efaidnbmnnnibpcajpglclefndmkaj/https://www.ohchr.org/sites/default/files/2022-02/Evaluation_Indigenous_Minorities_Fellowship_Programmes.pdf

and satisfaction, this evaluation aims at identifying if there is a difference between the pre and post scores based on the fellow; knowledge and their level of satisfaction².

In July 2020 the Office of Internal Audit and Evaluation of the Government of Canada completed a Mid-Term Evaluation of the Impact Canada Fellowship Program. The evaluation seeks to analyze the immediate results of the Fellowship. The program recruits federal public service officers to support government organizations in four dimensions: behavioral insights, innovative finance, impact measurement and challenge prizes³.

The included brief literature review evidence that there are not many studies on fellowships around the world. Unlike this SCI which studies fellows with a broad variety of professional backgrounds and expertise, the above summarized evaluations focus on fellowships programs targeting specialized people in either medicine, public servants or activists promoting minorities' human rights. The latter supports this SCI above-mentioned challenges to codifying a broad set of qualitative data to identify aggregated results and trends of alignment with peace-building agendas.

II. Theoretical Underpinnings

Change theory and how it was applied:

This SCI worked with the following Theory of Change (ToC):

IF the RPCMU strengthens its Result Based Management approach and IF it streamlines planning, monitoring, and evaluation tools THEN it will be able to:

- Deliver program aggregated results-oriented reports.
- Increase the quality of their SCIs program portfolio.
- Become prone to be externally evaluated - increase prestige.
- Identify their specific contribution to the Positive Peace Framework.
- Improve their positioning in peace building, development, and relevant sectors.

² <chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://twu-ir.tdl.org/server/api/core/bitstreams/9bbe401c-a476-4a00-acf8-fac8bc4f4ab5/content>

³ <chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.canada.ca/content/dam/pco-bcp/documents/pdfs/audit-verif/Fellowship-eng.pdf>

- Increase their competitiveness to mobilize resources and scale up RPC scope and impact.
- Become a best practice to be replicated by other RPC and R.I

This SCI applied the above-mentioned ToC. Each assumption at the root causes of the problem statement and each assumption of the ToC's results chain served as the basis rationale for devising the SCI activity plan, and the methodological tools for data collection, codification, analysis, and visualization. This SCI is a first step for the RPCMU to fully embrace a RBM culture and to consolidate a more rigorous results base practice, by acknowledging the SCI findings and implementing the actionable recommendations included in this SCI report.

Data sources and theoretical base work for this SCI.

As per the theoretical background, three sets of data sources constituted the work base for this project. First, this SCI analysis primary data sources such as 70 SCI reports, RPCMU reports and tailored-made surveys to codify information and create databases later used to identify aggregated results. Second, the analysis of qualitative data sources to include basic concepts on RBM, evaluation; and peace concepts and agendas to study programmatic alignments. Third; the review and analysis of log frames and indicators data sets of used peace frameworks and agendas to identify potential alignments and include recommendations for rigorously monitoring further potential contributions from the RPCMU.

Likewise, the following is an enunciative, not limitative, set of the theoretical underpinnings applied during the SCI lifecycle:

- **Peace Indexes and Peace Agendas:**

The Institute for Economics and Peace (IEP) yearly publishes the Global Peace Index (GPI) ranking 163 independent states and territories according to their level of peacefulness based on the 'negative peace' concept referring to the "absence of violence". By using 23 qualitative and quantitative indicators, the GPI measures the state of negative peace across three domains: the

level of Societal Safety and Security; the extent of Ongoing Domestic and International Conflict; and the degree of Militarization.⁴

Likewise, the IEP publishes the Positive Peace Index (PPI) based on the concept of Positive Peace (PP) defined as the “attitudes, institutions and structures interacting to create peaceful societies”. The PP is based on eight key *Pillars* analyzed for any country: 1) *well-functioning government*; 2) *sound business environment*; 3) *acceptance of the rights of others*; 4) *good relations with neighbors*; 5) *free flow of information*; 6) *high levels of human capital*; 7) *low levels of corruption* and 8) *equitable distribution of resources*⁵.

These eight Pillars of Positive Peace were “derived from the data series that had the strongest correlation with internal peacefulness as measured by the GPI” which, as above- explained, measures the “absence of violence or the fear of violence”. Likewise, each one of these eight PP Pillars is measured by 24 indicators identified in three domains either as “attitudes, institutions or structures”. Each indicator was chosen based on the best available globally comparable data with the strongest statistically significant relationship to levels of peace within a country.

The strongest the relationship between positive and negative peace, the higher the rank on the PPI. The Positive Peace Index is also a “method of analysis to better understand the various subsystems, stocks, flows and emergent qualities of the PP system comprised by the eight pillars” In this sense, the combination of measurements for “attitudes, institutions, and structures” determine the ponderations each pillar will have by country, hence determining the whole index.

The Sustainable Development Goals (SDG) set of global objectives created by the United Nations and adopted by the members states and the international community to progress on development by 2030. There are 17 SDG. Of particular importance for this SCI is SDG 16: peace, justice, and strong institutions.

In 2013 the African Union adopted the “Agenda 206: The World We Want” to achieve an inclusive and sustainable development. This Agenda acknowledges the need to redefine the continent’s

⁴ See Institute for Economics and Peace. *Global Peace Index Report 2023*, p. 2 <https://www.economicsandpeace.org/reports/Report>

⁵ See Institute for Economics and Peace. *Positive Peace Report 2022: Analyzing the factors that build, predict, and sustain peace*. p.87

See <https://www.economicsandpeace.org/reports/>

priorities. The agenda proposes specific goals on inclusive social and economic development, continental and regional integration, democratic governance and peace and security.

- **SCI Institutional framework of analysis.**

The Rotary Foundation focuses on seven areas:

1. Promoting peace. Rotary encourages conversations to foster understanding within and across cultures.
2. Fighting disease.
3. Providing clean water, sanitation, and hygiene.
4. Saving mothers and children.
5. Supporting education.
6. Growing local economies.
7. Protecting the environment.

Likewise, Makerere University has three main institutional goals: a) to provide transformative and innovative teaching, b) learning and research and c) services responsive to dynamic national and global needs.

- **Results Based Management approach, Monitoring and Evaluation.**

Likewise, the term Results-based management (RBM) is a strategy by which all actors on the ground, contribute to achieve a set of development results, ensure that their processes, products, and services contribute to the achievement of desired results (outputs, outcomes, and goals). The RBM approach rests on clearly defined accountability for results and requires monitoring and self-assessment of progress towards results, including reporting on performance⁶.

⁶ United Nations UNDP. RBM and M&E manuals. www.undp.org

Results-based monitoring is a “continuous process of collecting and analyzing information” to compare a project, program, or policy implementation against the expected results⁷.

An evaluation is an assessment, “conducted as systematically and impartially as possible, of an activity, project, programme, strategy, policy, topic, theme, sector, operational area or institutional performance”. The evaluation analyses the level of achievement of both expected and unexpected results by examining the results chain based on the evaluative criteria: relevance, effectiveness, efficiency and sustainability. The evaluation should provide credible, useful, evidence-based information enabling findings and recommendations, also aiming at improving future decision-making processes.

The above-mentioned evaluative dimensions were defined by the Organization for Economic Co-operation and Development's (OECD) Development Assistance Committee (DAC) as:⁸

1. **Relevance.** To determine whether the intervention objectives and design respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities.
2. **Effectiveness.** To determine if the intervention achieved its planned results.
3. **Efficiency.** To define if the intervention delivers results in an economic and timely manner.
4. **Sustainability.** To define if the benefits of the intervention are likely to continue.

The above-mentioned concepts are important to be clarified as this SCI utilizes the rationale explained above along the analysis of the fellowship results.

⁷ The World Bank Group. 10 steps for a Results-Based Management System.

⁸Organization for Economic Co-operation and Development's (OECD) Development Assistance Committee (DAC). 2010

<https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm#:~:text=The%20OECD%20DAC%20Network%20on,two%20principles%20for%20their%20use>

III. Methods and Design:

This SCI was developed in the following phases: 1) Data collection and data analysis; 2) Codification and database completion; 3) Triangulation and validation; 4) Statistical analysis, findings systematization and visualization, and 5) Completion of actionable recommendations.

1) Data collection and data analysis:

The fellow provided the RPCMU with a list of the needed information to conduct this review. This request included institutional, programmatic, and financial information. After receiving some of the requested information, the fellow could identify the data gaps prone to be addressed with data collection tools and those data gaps that would not be addressed through this SCI (such as the Peace Fellowship financial information which was not available for this study to complete the “efficiency” evaluative dimension based on value for money intervention’s assessment).

2) Codification and database completion:

This SCI used 70 reports with very diverse contents around 70 different SCI implemented by the fellows from cohorts one to four. The individual reported results were codified and included in a database to be further analyzed and aggregated showing thematic trends, beneficiaries, and results trends to the extent possible.

3) Triangulation and validation:

This SCI later focused on collecting all available data through further research but mostly by triangulating and validation through different data collection methods such as surveys addressed to the 70 fellows and the Peace Fellowship Makerere and guest faculty. The data collection was aimed at triangulating and validating the overall immediate and long -term results identified by fellows who graduated around two years ago.

4) Statistical analysis, findings systematization and data visualization:

After the data analysis, this SCI systematized findings structured around the above-described theoretical framework created by the OECD/DAC evaluative dimensions.

5) Completion of actionable recommendations and conclusions:

The SCI aimed at providing practical and actionable recommendations to be followed up by the RPCMU in the short term and then by other RPC in the long term.

CHAPTER THREE

I. Interventions and Activities:

This SCI started on the fifth week at Makerere university while completing the 10 weeks on-site stage of the fellowship. The following activities were initiated:

1. Two working sessions completed with the RPCMU staff to diagnose their understanding of the log-frame and results chain concepts and rationale.
2. Two working sessions completed with the RPCMU staff to define an initial log-frame for the Peace Fellowship. These sessions aimed at identifying its different results levels and potential indicators measuring progress.
3. One planning tool completed for RPCMU to support fellows in developing their corresponding SCIs. This planning tool is comprised of basic templates for the fellows to streamline, in a simplified manner, the RBM approach in their SCIs. This planning tool included three worksheets: the first template was created for planning the SCI TOC. The second template is meant to be used for describing their SC and for identifying its alignment with international peace agendas. The third template is a practical tool meant to be used to effectively develop the SCI log-frame with functional indicators. The latter includes basic definitions for each result level and indicator typology. The planning tool was handed out to the RPCMU for them to keep distributing it to all future cohorts. (see evidence in appendices section)
4. After the SCI inception and design phases completed during the 10 weeks on-site learning at Makerere University, the SCI entered its implementation phase following the steps to gradually achieve the different results levels, as per the SCI defined results chain and log-frame.
5. As per the log frame the first results consisted in completing the needed **INPUTS** for the SCI implementation:

- 5.1 Development of analytic questions.
 - 5.2 Understanding of RI and RPC Rationale.
 - 5.3 Data collection of fellows demographics and professional profile.
 - 5.4 Collection of 70 SCI proposals and final reports.
 - 5.5 Literature review.
 - 5.6 Systematization of the theoretical underpinnings (RBM and PP Theoretical Frameworks; PP index for participants countries; etcetera).
6. Following the results chain the SCI process followed with implementation **ACTIVITIES**:
- 6.1 Identification and analysis of RPCMU SCI Portfolio results
 - 6.2 Crossed data analysis of SCI with PP pillars and PP Index.
 - 6.3 Creation of surveys and corresponding sampling
7. The latter was followed by the production of **OUTPUTS**:
- 7.1 SCI Results database including 70 fellows.
 - 7.2 70 SCI thematic codification.
 - 7.3 70 SCI results codification.
 - 7.4 70 SCI alignment with eight PP pillars and country-based PP index
 - 7.5 70 SCI cross analysis to localize SDGs subgoals.
 - 7.6 70 SCI alignment with RI and MU dimensions, regional peace-agendas, and sub-goals alignment.
 - 7.7 Tailor-made surveys targeting 70 fellows and 15 faculty members.
8. The latter was followed by the production of **OUTCOMES**:
- 8.1 Completed statistical analysis to identify trends and results.
 - 8.2 Writing of corresponding aggregated narratives.
 - 8.3 Identification of outstanding results and practices.
 - 8.4 Compilation of narratives to produce the first aggregated RPCMU results report.
 - 8.5 Data visualization (graphics, tables, and figures).
 - 8.6 Evaluation of findings based on OECD/DAC evaluative methodology.
 - 8.7 Identification of actionable recommendations based on evaluated findings.
9. Definition of **expected IMPACTS**
- 9.1 RBM Approach Streamlined by RPCMU
 - 9.2 Scaling up to all RPC worldwide.
 - 9.3 Systematic global aggregated Rotary Peace Fellowship results annually published by RI.
 - 9.4 Improved RI positioning in peace building and development sectors.
 - 9.5 Increased resources mobilized.
 - 9.7 PF global final results evaluation.

II. Key findings:

This SCI presents its findings based on the OECD/DAC evaluative dimensions and the corresponding tailored-made evaluation tools (surveys and statistical analysis above described in “methods, design and activities sections”).

1. Peace Fellowship Relevance:

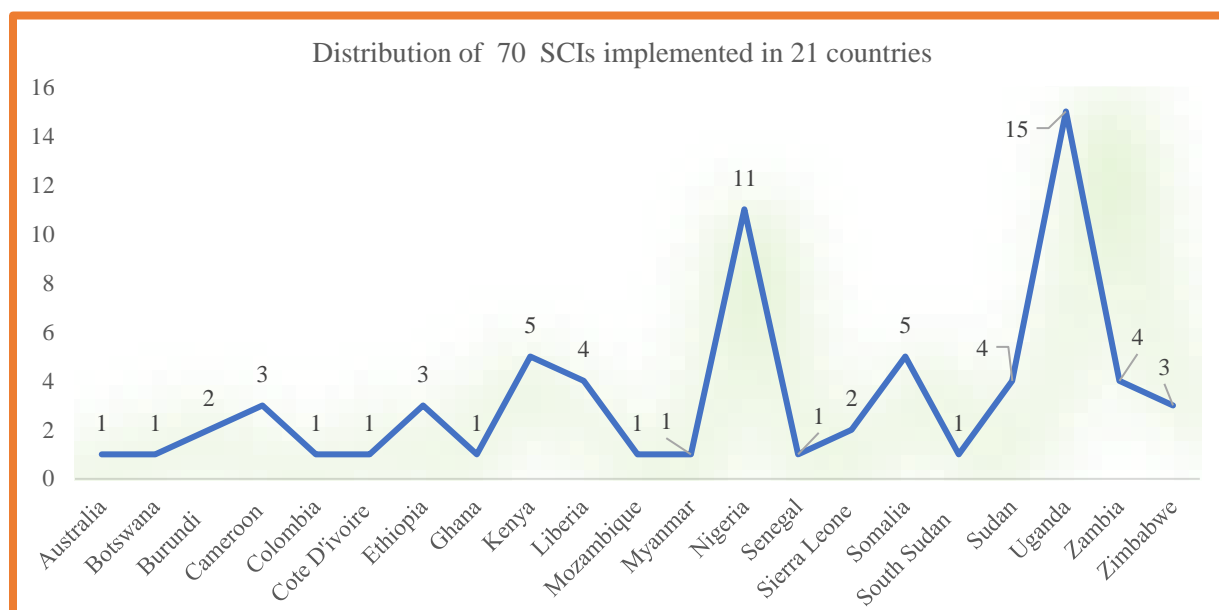
The relevance criterion was applied to determine the extent to which the Rotary Peace Fellowship program supports the RPCMU contribution to international and regional peace agendas.

The 70 SCIs portfolio implemented in 21 countries by the cohorts 1-4 includes a myriad of thematic areas. The final codification of 70 SCI reports allowed to identify 27 general thematic areas with the highest statistical frequency.

	70 SCI BY THEMATIC AREAS	NUMBER OF SCIs IMPLEMENTED
1	Inclusion of refugees in social protection	1
2	Refugee livelihoods training and initiatives	1
3	Refugee rights	1
4	Food Security	1
5	Regenerative agricultural practices	2
6	Maternal Health	2
7	Gender Based Violence	6
8	Trained women in aspects of conflict, mediation, peace building and/or political participation	3
9	Gender equality	2
10	Training and infrastructure for access to water	1
11	Trained population groups for livelihoods and income generation	5
12	Empowering youth through mentorship	6
13	Social protection for people with disabilities	2
14	Support for building facilities and improving slum living conditions	1
15	Training in climate -smart agriculture and livelihoods	2
16	Awareness campaigns on climate change	1
17	Waste management	1
18	Trained population groups on conflict, peace building, and/or mediation practices	5
19	Dialogue as a tool for positive peace	3
20	Sports as means of peace	1
21	Peace education	8

22	Peace and parenting training	1
23	Peace journalism	3
24	Community radio	3
25	Tackling information disorder	1
26	Trained population groups for crime and/or substance abuse prevention	2
27	Prevention of extreme violence and radicalization	5
	Total	70

The 21 countries where SCI were implemented are:



Finding 1: The PF is fully aligned with the priorities included in international and regional peace and development agendas, contributing to varied specific goals.

The 70 SCI aligned with the seven RI focus areas, particularly the one for promoting peace and the encouragement of dialogue and initiatives to foster understanding within and across cultures. The following paragraphs depict how the 70 SCI thematically align with the seven RI areas and other international and national peace (and development) agendas.

The PF supports the RPCMU contribution to 10 out of the 17 SDGs framework. The 70 SCI project portfolio particularly aligns with SDGs 1, 2, 3, 5, 6, 8, 10, 11, 13 and 16 and it also aligns with 15 SDG sub-goals. Table one shows the RPCMU thematic alignment with the SDG framework:

Table One

70 Social Change Initiatives portfolio with 27 themes aligned with SDG

COHORTS 1- 4 SCI THEMATIC AREAS	SDG	SDG SUBGOAL
1) Inclusion of refugees in social protection 2) Refugee livelihoods training and initiatives 3) Refugee rights	1 No Poverty	1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance
4) Food Security 5) Regenerative agricultural practices	2 Zero Hunger	2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding, and other disasters and that progressively improve land and soil quality
6) Maternal Health	3 Good Health and well being	3.1 By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births
7) Gender Based Violence	5 Gender Equality	5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation
8) Trained women in aspects of conflict, mediation, peace building and/or political participation		5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life.
9) Gender equality		5c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels.
10) Training and infrastructure for access to water	6 Clean Water and Sanitation	6.1 By 2030, achieve universal and equitable access to safe and affordable drinking water for all
11) Trained population groups for livelihoods, and income generation	8 Decent work and economic growth	8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value

12) Empowering youth through mentorship		8.6 By 2020, substantially reduce the proportion of youth not in employment, education, or training
13) Social protection for people with disabilities	10 Reduced Inequalities	10.2 By 2030, empower and promote the social, economic, and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status
14) Support for building facilities and improving slum living conditions.	11 Sustainable Cities and Communities	11.1 By 2030, ensure access for all to adequate, safe, and affordable housing and basic services and upgrade slums
15) Training in climate -smart agriculture and livelihoods	13 Climate Action	13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning
16) Awareness campaigns on climate change		
17) Waste Management		
18) Trained population groups on conflict, peace building, and/or mediation practices	16 Peace, Justice, and Strong Institutions	16.1 Significantly reduce all forms of violence and related death rates everywhere
19) Dialogue as a tool for positive peace		
20) Sports as means of peace		16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements.
21) Peace education		
22) Peace and parenting training		
23) Peace journalism		16a: Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime
24) Community radio		
25) Tackling information disorder		
26) Trained population groups for crime and/or substance abuse prevention		
27) Prevention of extreme violence and radicalization		

The PF supports the RPCMU contribution to four out of the seven Aspirations of the “Agenda 2063”. The 70 SCI project portfolio and its 27 themes particularly align with seven out of 20 Goals, particularly 1, 4, 11,12, 13, 17 and 18 of the “Agenda 2063” and 11 priority areas. Table

two shows the alignment with the specific aspirations, goals, and priority areas of the “Agenda 2063”:

Table 2

70 Social Change Initiatives portfolio with 27 themes aligned with Agenda 2063

AGENDA 2063 ASPIRATION	GOAL	PRIORITY AREAS
1) A Prosperous Africa, based on Inclusive Growth and Sustainable Development	1 A High Standard of Living, Quality of Life and Well Being for All Citizens	<ul style="list-style-type: none"> ○ Incomes, Jobs, and decent work ○ Poverty, Inequality and Hunger ○ Social security and protection Including Persons with Disabilities
	4 Transformed Economies	<ul style="list-style-type: none"> ○ Sustainable and inclusive economic growth ○ Economic diversification and resilience
3) An Africa of Good Governance, Democracy, Respect for Human Rights, Justice, and the Rule of Law	11 Democratic values, practices, universal principles of human rights, justice and the rule of law entrenched	<ul style="list-style-type: none"> ○ Human Rights, Justice, and The Rule of Law
	12 Capable institutions and transformative leadership in place	<ul style="list-style-type: none"> ○ Institutions and Leadership
4) A Peaceful and Secure Africa	13 Peace Security and Stability is preserved	<ul style="list-style-type: none"> ○ Maintenance and Preservation of Peace and Security
6) An Africa Whose Development is people driven, relying on the potential offered by African People, especially its Women and Youth, and caring for Children	17 Full Gender Equality in All Spheres of Life	<ul style="list-style-type: none"> ○ Women and Girls Empowerment ○ Violence & Discrimination against Women and Girls
	18 Engaged and Empowered Youth and Children	<ul style="list-style-type: none"> ○ Youth Empowerment and Children

Finding 2: The PF is fully aligned with focus areas and institutional goals of Rotary International and Makerere University, respectively.

The 70 SCI project portfolio and its 27 themes aligns with all the RI focus areas. Table three shows the thematic alignment with each one of the seven RI focus areas:

Table 3

70 Social Change Initiatives portfolio with 27 themes aligned with RI focus areas

COHORTS 1- 4 SCI THEMATIC AREAS	ROTARY INTERNATIONAL FOCUS AREAS
1) Inclusion of refugees in social protection 2) Refugee livelihoods training and initiatives 3) Refugee rights 4) Food Security 5) Maternal Health 6) Gender Based Violence 7) Trained women in aspects of conflict, mediation, peace building and/or political participation 8) Gender equality 9) Trained population groups for livelihoods, and income generation 10) Empowering youth through mentorship 11) Social protection for people with disabilities 12) Support for building facilities and improving slum living conditions	Fighting disease. Saving mothers and children. Supporting education. Growing local economies.
13) Training and infrastructure for access to water 14) Waste Management	Providing clean water, sanitation, and hygiene.
15) Regenerative agricultural practices 16) Training in climate -smart agriculture and livelihoods 17) Awareness campaigns on climate change	Protecting the environment
18) Trained population groups on conflict, peace building, and/or mediation practices 19) Dialogue as a tool for positive peace 20) Sports as means of peace 21) Peace education 22) Peace and parenting training 23) Peace journalism 24) Community radio 25) Tackling information disorder 26) Trained population groups for crime and/or substance abuse prevention 27) Prevention of extreme violence and radicalization	Promoting peace

The 70 SCI project portfolio aligns with all Makerere University (MU) institutional goals. Table four shows the SCI ‘modes of engagement’ with the three MU goals:

Table 4

27 Social Change Initiatives themes alignment with Makerere University Institutional goal

COHORTS 1- 4 SCI THEMATIC AREAS	MAKERERE UNIVERSITY INSTITUTIONAL GOALS
<ul style="list-style-type: none"> 1) Refugee livelihoods training and initiatives 2) Trained women in aspects of conflict, mediation, peace building and/or political participation 3) Gender equality 4) Trained population groups for livelihoods, and income generation 5) Empowering youth through mentorship 6) Training and infrastructure for access to water 7) Training in climate -smart agriculture and livelihoods 8) Trained population groups on conflict, peace building, and/or mediation practices 9) Peace education 10) Peace and parenting training 11) Dialogue as a tool for positive peace 12) Sports as means of peace 13) Peace journalism 14) Community radio 15) Tackling information disorder 16) Trained population groups for crime and/or substance abuse prevention 17) Prevention of extreme violence and radicalization 18) Awareness campaigns on climate change 	<p style="text-align: center;">Transformative and innovative teaching</p> <p style="text-align: center;">+</p> <p style="text-align: center;">Learning and research</p>
<ul style="list-style-type: none"> 19) Inclusion of refugees in social protection 20) Refugee rights 21) Food Security 22) Maternal Health 23) Gender Based Violence 24) Social protection for people with disabilities 25) Support for building facilities and improving slum living conditions 26) Regenerative agricultural practices 27) Waste Management 	<p style="text-align: center;">Services responsive to dynamic national and global needs.</p>

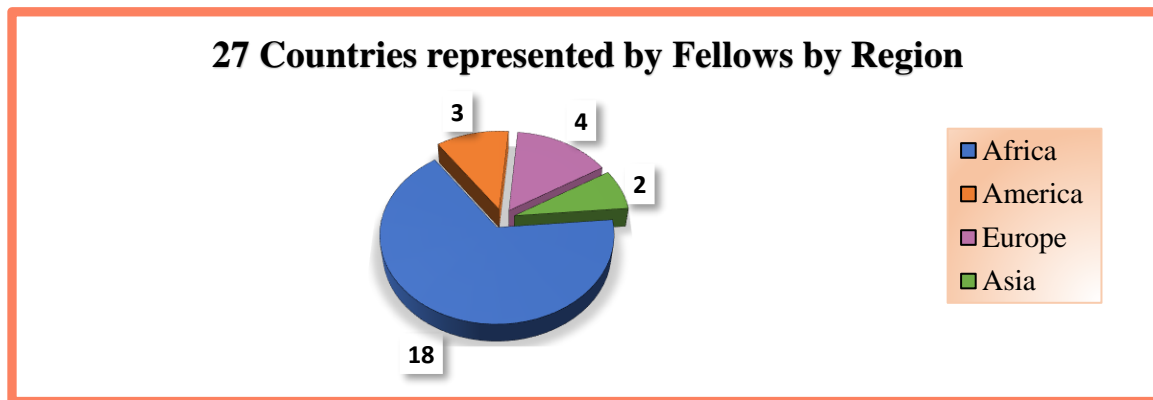
2. Peace Fellowship Effectiveness.

The effectiveness criterion was used to determine to what extent the RPCMU is on track to implement the PF program cohorts 1-4 with effective results.

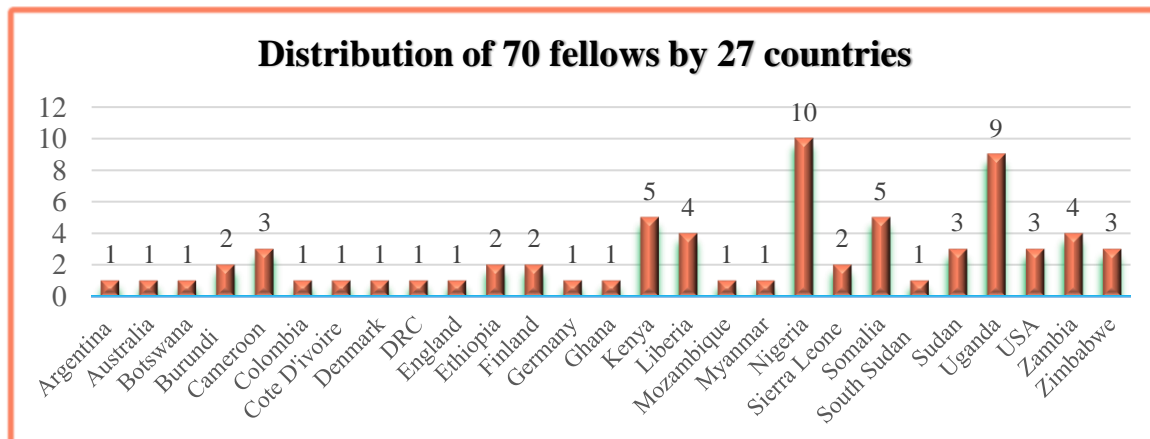
Finding 3: The RPCMU was effective to deliver the four cohorts of the Rotary Peace Fellowship with a) a proper fellows' geographical representation, b) a fair progress on achieving fellows' gender parity, including varied age ranges and years of experience, and c) a rich diversity of fellows' profiles.

a) Fellows Geographical Representation

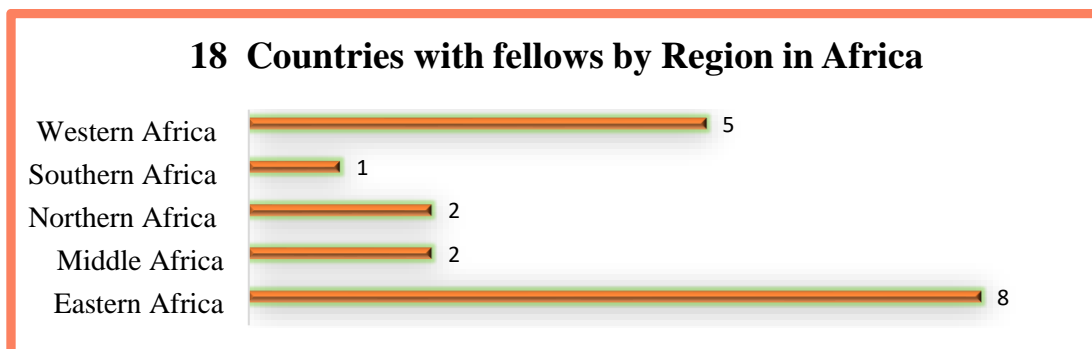
For the four analyzed cohorts, the RPCMU selected 70 fellows coming from 27 countries:



The nationality with the highest frequency is Nigerian represented by 10 fellows, followed by Ugandan fellows and 5 Kenyan and Somalian fellows, respectively. The rest of the 23 countries had from one to four representatives.



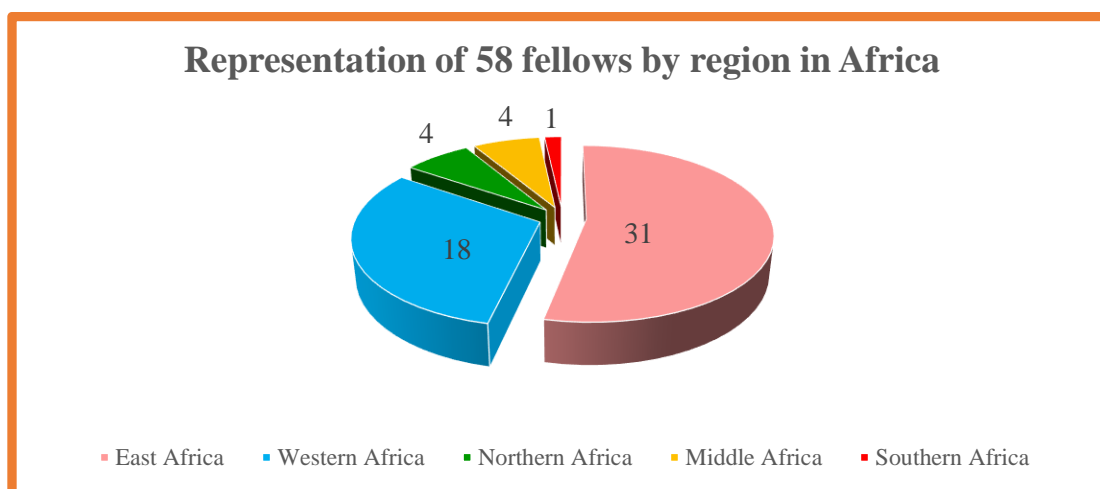
Regarding the regional representation, out of the 70 fellows, 58 come from 18 African countries.



List of countries represented by fellows:

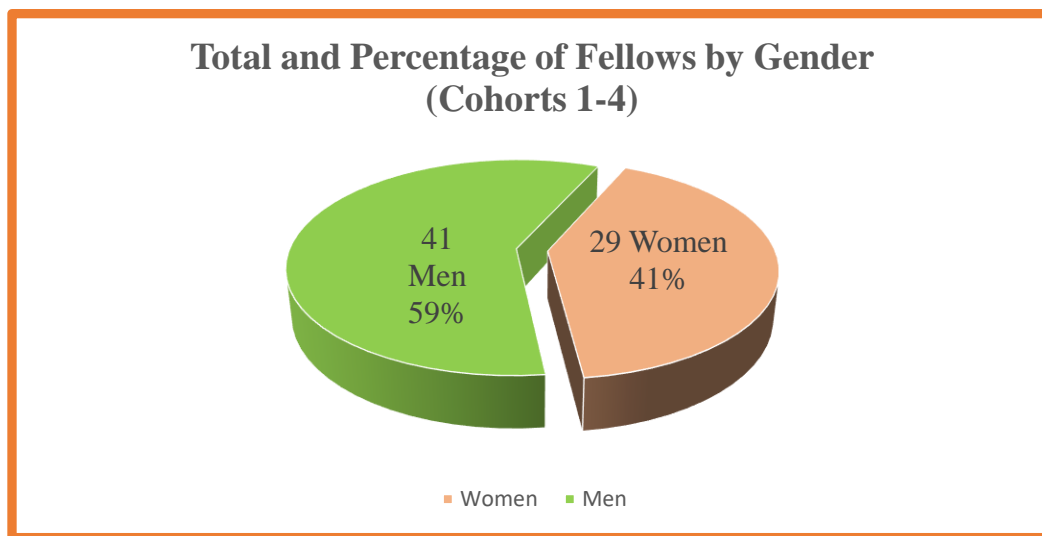
Eastern Africa	Middle Africa	Northern Africa	Southern Africa	Western Africa	TOTAL
Burundi	Cameroon	South Sudan	Botswana	Cote D'Ivoire	
Ethiopia	DRC	Sudan		Ghana	
Kenya				Liberia	
Mozambique				Nigeria	
Somalia				Sierra Leone	
Uganda					
Zambia					
Zimbabwe					
8	2	2	1	5	18

The East African Countries have the highest statistical frequency with 31 fellows, followed by 18 fellows from Western Africa. The rest of the regions in Africa have from one to four representatives.



b) A fair progress on achieving fellows' gender parity, including varied age ranges and years of experience

Out of 70 fellows, the RPCMU selected 29 women and 41 men. This shows a fair progress towards gender parity. The RPCMU could have already achieved the total gender parity in following cohorts not included in this analysis.



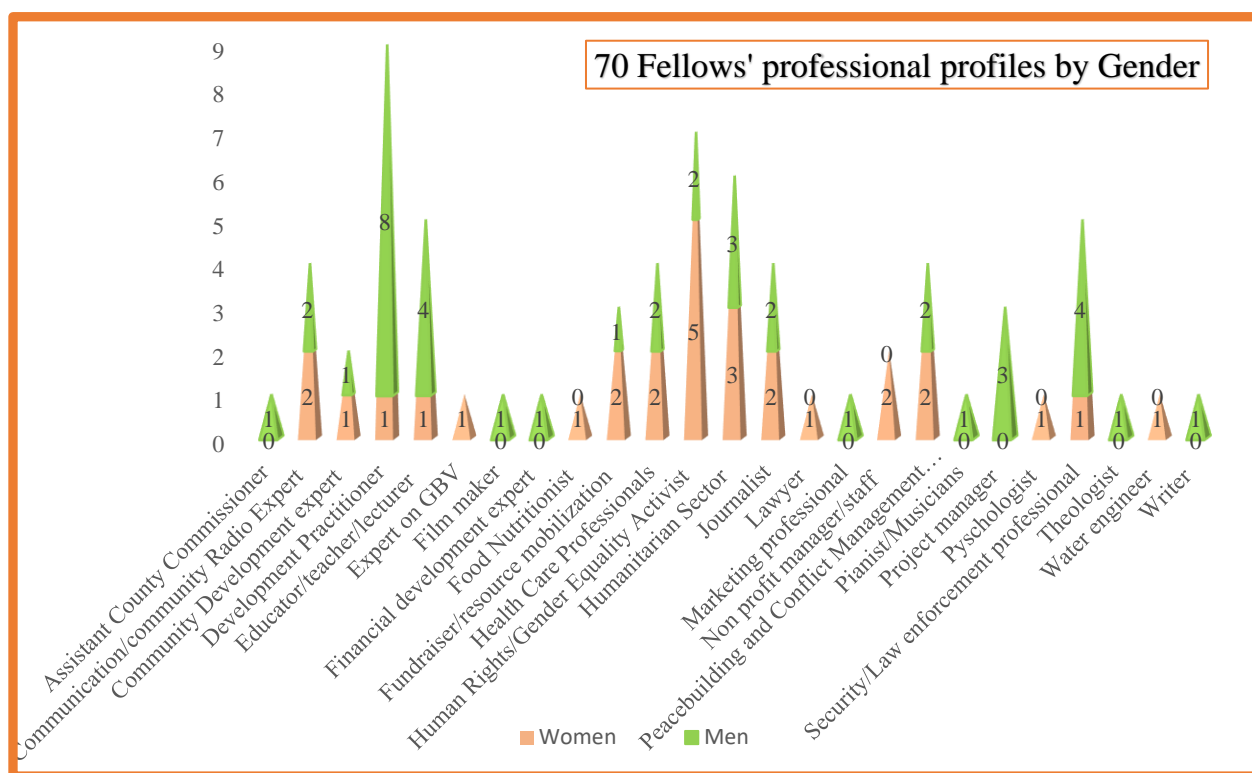
The fellows' average years of professional experience is 17.5 years, and the majority of fellows are between the ages of 31 and 50 years old.

c) Diversity of fellows' profiles

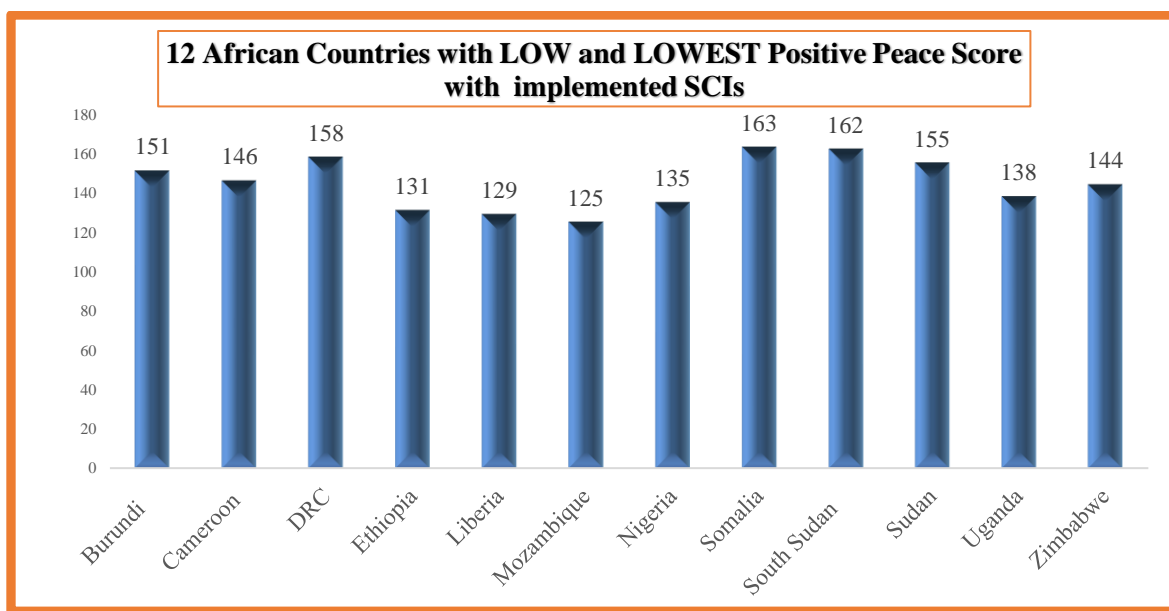
While the fellows' academic backgrounds and professional experience is very varied, This SCI completed a thorough analysis and codification of each fellow profile which allowed the identification of 25 professions. Development practitioners and Human Rights/Gender Equality Activists are the most frequent professions among the fellows with nine and seven fellows, respectively. Other frequent fellow's professions Humanitarian workers (six fellows) and Educator/teacher/lecturer and Security/Law enforcement professional (five fellows).

Only four fellows identified themselves as full time Peacebuilding and Conflict Management practitioners . This data evidence that the training contents allowed the majority of the fellows to

increase their knowledge on peace and conflict resolution, providing them with the skills to become full time peace and conflict mediation/resolution practitioners.



Finding 4: The Positive Peace Index places 163 countries based on the progress achieved in eight pillars of peace. The higher the place, the lower the peace level in a determined country. The RPCMU was effective to support fellows on delivering SCIs in 12 African countries ranked LOW and LOWEST by the Positive Peace Index. The latter evidences the relevancy of the RPCMU as a regional player to promote positive peace where is most needed in Africa.



Finding 5: Based on the crossed analysis done for the 70 SCIs thematic areas, and the indicators included by each pillar of the Positive Peace Index, it is determined that the SCI portfolio indirectly contributes to FIVE out of the eight Positive Peace pillars; and just to six “attitudes, institutions and structures” indicators out of the total 24 indicators measuring the eight pillars’ progress.

PPI pillars WITH alignment of the SCI portfolio	PPI pillars WITHOUT alignment of the SCI portfolio
<i>Acceptance of the rights of others.</i> <i>Equitable distribution of resources</i> <i>Free flow of information</i> <i>Good Relations with Neighbors</i> <i>High Levels of Human Capital</i>	<i>Low Levels of Corruption</i> <i>Sound Business Environment</i> <i>Well-Functioning Government</i>

PPI pillars WITH alignment of the SCI portfolio	Domain	SIX Indicators with indirect relationship with SCI portfolio
Acceptance of the rights of others.	Attitudes	Gender Equality
	Attitudes	Exclusion by Socio-economic group
Equitable distribution of resources	Institutions	Access to public services
Free flow of information	Structures	Freedom of the press
Good Relations with Neighbors	Attitudes	Support Equal Treatment of Population Segments
High Levels of Human Capital	Structures	Share of youth not in employment, education, or training (NEET)

Finding 6: SCIs monitoring data needs to be improved. The majority of the SCI missed tracking the total number of beneficiaries. Just a few SCI reports included a mention of its beneficiaries. The latter prevented an estimation of the total of beneficiaries for the four cohorts.

Finding 7: SCIs showed immediate results contributing to peacebuilding and development processes in communities. Due to their innovation and scaling up potential, some SCIs showed outstanding results.

- One SCI designed a Web Support Application targeting people with disabilities to support their participation and access to services.
- One SCI created the Southern Africa Peace Journalism Network (SAPJN), registered under the laws of Zimbabwe to continue the capacity building on Peace Journalism.
- One SCI achieved that local governmental authorities donated land to build a radio station.
- One SCI established a sustainable farm as a livelihood mean.
- One SCI established a Peace Ambassadors Club which was handed over to one primary school.
- One SCI created a World Peacemaking Database to collect data on peacebuilding best practices in three countries.
- One SCI stopped the illiteracy of girls teaching them to read and write at elementary level.

- One SCI built capacity on business management and facilitated entrepreneurs to access micro credit support.
- One SCI constructed two boreholes and reactivated a third one, delivering water to three communities.

Finding 8: The survey applied to the fellows of the four cohorts yielded valuable information on the fellows' perception after completing the training at the RPCMU. In general, the majority of respondents are satisfied with having participated in the peace fellowship program.

Out of the total survey respondents, the majority of fellows:

- Received their official Postgraduate Diploma in Conflict Transformation and Development from Makerere University.
- Consider they achieved the planned results, even when the majority of fellows did not receive fundings to implement their SCIs.
- Consider that being a RP Fellow “positively changed” their personal life.
- Consider that completing the RP Fellow helped to “positively change” their professional careers.

Finding 9: The survey applied to the MU Faculty teaching during the four cohorts yielded valuable information on the faculty knowledge of the fellows' profile and their recommendations to improve the PF results.

Out of the total survey respondents, the majority of faculties:

- Are fully aware of the criteria to select the fellows
- Were included in the panel to select fellows of cohorts 1-4
- Are fully aware of the fellows' profile
- Are fully aware of the academic curriculum the fellows will complete during the 10 weeks
- Are willing to conduct an ex-ante tailored-made survey (before the 10 weeks on-site phase starts. This, to fully understand the initial fellow's knowledge of the subject they will teach. They are also willing to adapt the teaching materials based on the results of this survey before delivering their individual teaching session (s).

- To improve the PF results the faculty would:
 - Have more systematic contact between fellows and mentors during the SCI implementation.
 - Have more field work than class sessions.
 - Have an fellows' orientation in the field before they settle down at Makerere University
 - Work on the negative entitlement attitude of the fellows

3. Peace Fellowship Efficiency.

For similar evaluations to the one developed by this SCI, the efficiency criterion is regularly used to determine how economically resources or inputs contributed to the initiative achieved results.

This evaluative dimension aims at determining whether the resources invested in a specific initiative were used as planned. This dimension also helps to determine if the project results evidence “value for money”, related with the total resources invested.

Finding 10: As per RI confidentiality policy, the fellow had no access to the fellowship program financial information. The latter prevented the efficiency analysis from being completed.

4. Peace Fellowship Sustainability

The sustainability criterion was used to determine the level of SCIs results ownership, results scaling up and the needed measures to further expand the SCIs results.

Finding 11: The SCIs have not included exit strategies in their design stages. This prevents the fellows from taking measures for sustainable results. However, as per the results for some SCIs, there are potential cultural changes which could yield opportunities for maintaining immediate SCIs results along the time and for scaling up activities.

Finding 12: The most of fellows responding the applied survey reported being engaged with Rotary and RP fellows after the fellowship ended. This is a positive trend to sustain the PF effect on fellows' professional careers and personal lives.

Findings 13: There is a Peace Fellowship Alumni Association which could serve as a mechanism to keep fellows from the RPCMU to remain engaged. There is a need for this association to increase its outreach recruiting fellows from the RPCMU.

CHAPTER FOUR

I. General Conclusion

The PF implemented by the RPCMU is substantially relevant, with a proper level of response and alignment to the international and regional peace trends and agendas. The PF contributes to the UN SDGs and the Positive Peace Framework. It also aligns with the African Union peace agenda and the Makerere University goals on capacity building and social needs response.

The 70 SCI reached most of the objectives, achieving concrete results in America, Asia, Africa, and Oceania. There are some SCI with remarkable results that could be scaled up once proper funding has been mobilized.

This PF had undeniable results. However, the fellowship would benefit from intentionally adopting rigorous RBM practices for future cohorts. The PF would strengthen its contribution to the international and regional peace agendas by addressing the recommendations included in this SCI report.

II. Recommendations / implications for Policy

The fellow delivers seven actionable and feasible recommendations to be considered by the RPCMU and other RPC. Each recommendation is linked to this SCI evaluative exercise findings.

Recommendation one: The PF could benefit from designing a concrete ToC with long -term effects and causal relations defining results directly linked with what the RPC imagines the fellowship program should achieve. There is no evidence that the RPCMU has its own ToC, with a clear results chain defining its immediate, medium, and long -term effects. The latter could be the basis to adopt the RBM approach and for starting to plan the next fellowship cohorts with specific results along the time, and in sequenced fashion. This could also be the basis for a more systematic measurement of the RPCM concrete contribution towards the peace agendas worldwide.

Recommendation two: The RPCMU is advised to adopt a concrete Results and Resources Framework (RRF) with results logically linked to the SCI portfolio for each cohort. The RRF could also have functional indicators to measure progress. The RRF aligns activities (in this case each one of the SCI by fellow and by cohort) and the expected outputs (in this case the RPCMU aggregated results towards the aspired change. The indicators would allow rigorous progress monitoring.

Recommendation three: The RPCMU is advised to consider this SCI methodology to determine the SCIs contribution in countries with LOW and LOWEST Positive Peace scores. Adopting the delivered methodology could increase the likeliness to expand the number of countries with low PPI scores which have not yet been selected in previous cohorts. This, combined with an outreach strategy targeting rotary clubs in those countries, to increase the scope of the program. While the latter would not imply excluding applicants from other countries in high and medium rankings, targeting these specific countries would support a broader contribution of the RPCMU to the PP agenda in the region.

Recommendation four: The RPCMU is advised to conduct a review of the fellowship application templates to include some RBM tools from the beginning when the candidates present their proposals. For example, including a log frame in the application template could allow the RPCMU to have an additional criterion to select proposals complying with rigorous strategic, monitoring and evaluation components. The latter would increase the likeliness of having a solid SCI portfolio for each cohort and its results to be further analyzed and presented in an aggregated manner.

Recommendation five: The RPCMU is advised to revise the template distributed among the fellows to elaborate the individual SCI reports. The revision of the SCI template would be aligned with the proposal template mandating fellows to account for beneficiaries and to report back on their SCI original indicators in the final report. This would allow valuable data collection to be further analyzed and presented in an aggregate fashion.

Recommendation six: The RPCMU is advised to strengthen the training sessions on project planning, monitoring, and evaluation for the fellows to grasp the myriad of technical components and steps to achieve rigorously planned SCIs, to monitor log-frames during the SCI implementation stage and to thoroughly report back on the SCI log-frames in the SCI report and the presentations during capstone week.

Recommendation seven: The RPCMU is advised to conduct PRE and POST surveys to determine the fellows' baseline knowledge of the academic program. This would allow for faculty to adapt their training materials addressing the knowledge gaps in a more tailored-made fashion, to achieve strengthened educational results.

III. Sustainability plan:

The fellow committed to deliver this SCI report to the RPCMU. The fellow will deliver the findings of this SCI during the RPCMU capstone week. It is expected by the fellow that this SCI reports allows the Rotary community to appreciate the aggregated results achieved by the RPCMU.

The fellow shared with the RPCMU management team and with some MU faculty the notion of considering this SCI report as a starting baseline, triggering the further full adoption of the RBM culture and practices. To achieve this goal, the fellow delivered concrete RBM tools and actionable recommendations to the RPCMU for the RBM culture and practice to trickle down to future PF cohorts.

This SCI devises that its corresponding report will be distributed among stakeholders worldwide, including other RPC and to the Rotary International authorities. This, for them to consider replicating this evaluative SCI in other RPC SCI portfolios and to adopt the herein suggested RBM practices to the vast and robust RI social projects portfolio.

The fellow commits to present the SCI results to the audiences RPCMU and RI consider necessary.

APPENDICES

1. SCI planning tool

This tool was created for RPCMU to streamline the results- based management approach. The template was distributed among the cohort 5 members for them to apply during their SCI planning stage.

This planning tool was completed to support fellows to develop their corresponding SCIs. This planning tool is comprised of basic templates for the fellows to streamline, in a simplified manner, the RBM approach in their SCIs. This planning tool included three worksheets: the first template was created for planning the SCI TOC. The second template is meant to be used for describing their SCI and for identifying its alignment with international peace agendas. The third template is a practical tool meant to be used to effectively develop the sci log-frame with functional indicators. The latter includes basic definitions for each result level and indicator typology.

The planning tool was handed out to the RPCMU for them to keep distributing it to all future cohorts.

Planning tool: Worksheet for Theory of Change

A	B	C	D	E	F
ToC Component	Guidance to respond	Responses			
Problem Statement	Please concretely specify what is the issue your SCI will address				
Underlying root causes	Understood as the structural conditions creating the problem				
Solution pathway	Understood as the option your SCI proposes for solving the problem				
Outputs	Understood as the immediate results needed to achieve further short/medium term results				
Outcomes	Understood as the intended short/medium term results of your SCI				
Asumptions	Understood as the presumptions your SCI is based on				
Risks	Understood as the dangers and challenges your SCI could face during the implementation phase				

Planning tool: Worksheet for SCI development and alignment

A	B	C	D	E	F	G
CATEGORY	GUIDANCE TO RESPOND	RESPONSE				
Title of SCI	Please mention the name of your SCI					
Location	Please mention the specific Location; Country, District, state, county, etc.					
Urban/Peri-Urban/Rural	Please select one option					
Target Population group	population group (s) your SCI will focus on: Youths/Children/Women/PWDs/Refugees/IDPs/Elderly)					
Direct Beneficiary	your direct beneficiaries by number, gender and age ranges					
Objective of the SCI	what is your project expected result regarding the problem explained above					
Implementation Method	theoretical tools or techniques you would apply in your SCI: (for example: mediation, conflict analysis,					
Positive Peace Pillar Alignment	and secondary PP pillars that your project is aligned to					
Rotary International Area Alignment	Please mention the primary RI area that your project is aligned to					
Results sustainability	how your project will maintain the achieved results					

Planning tool: Worksheet for SCI log-frame and functional indicators log-frame development

A	B	C	D	E	
	INDICATORS (Understood as the measurement to track progress of your SCI different results. The indicators should be SMART-Specific, Measurable, Attainable, Relevant and Timed. Please use the same measurement unit consistently for baselines and targets (% , number, etc)	BASELINE (Understood as the starting point of the indicator)	TARGET (Understood as the end point of the indicator)	MEANS OF VERIFICATION (Understood as the evidence you will use to track the indicator)	
IMPACT* (Understood as the intended changes of your SCI in the long term: 2-5 years)					
OUTCOME (Understood as the intended short/medium term results of your SCI)					
OUTPUT (Understood as the immediate results needed to achieve further short/medium term results)					
ACTIVITY (Understood as the required steps to achieve immediate results)					
* Considering the SCI expected duration, please note that it is not mandatory to define indicators for this specific result level.					

2. Examples of databases created during the SCI information codification process.

The database includes multiple worksheets codifying all data information to complete the statistical and aggregated analysis on this SCI.

profession	areas of expertise	years of expertise
advocate		10
DEVELOPMENT PRACTITIONER	humanitarian sector	13
self-advocate	refugee rights	15
community educator	GBV	10
dv consultant	refugee camps	15
a Business Administrator	women and girl participation	12
Chartered Mediator,	leadership	12
Fellow of other Association of Arbitrators	disability rights	20
founder of consultancies/ Law Firms.	education	10
Peacebuilder	Inclusive programming	10
Journalist	humanitarian emergencies	8
University Administrator.	Media Development	10
project coordinator	democratic governance	15
Peacebuilding and Conflict Management		
professional.	Non-Governmental Organization	6
Head of the Gender Unit	a para-military organisation that provides security and humanitarian services	15
Human Rights Officer	youth development	16
Civic leader and peacebuilder	open, accessible, and healthy internet	10
community educator	empowerment expert	15
community Development	disability issues	11
Founder and Chairman of a charity	livelihoods of Vulnerable Children and Youth	10
information, communication and technology		
entrepreneur	agricultural,	15
founder of the Rotaract Club of Nakivale		
Refugee Camp	entrepreneurial skills development	18
community organizer,		
human rights activist	water and sanitation, and peace campaign projects.	9
gender justice advocate	community-driven development	16
	promoting social cohesion	7

> ... PROFILES BY GENDER coding fellows profiles SUMMARY SCI BY CC ... + :

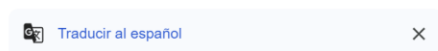


> ... Cohort 2 Cohort 3 Cohort 4 fellows country of origin Sheet2 ... + :

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
		RANK 2022	STATE OF PEACE	GPI 2022	RANK 2023	STATE OF PEACE	GPI 2023	PLACES UP	PLACES DOWN	SAFETY AND SECURITY DOMAIN 2022	SAFETY AND SECURITY DOMAIN 2023	ONGOING CONFLICT DOMAIN 2022	ONGOING CONFLICT DOMAIN 2023	MILITARISATION DOMAIN 2022
1	Botswana	42	HIGH	1.801	48	HIGH	1.762	6		2.441	2.376	1	1.018	1.81
2	Cameroon	142	LOW	2.709	139	LOW	2.66	3		3.014	2.974	2.967	2.914	1.87
3	DRC	158	VERY LOW	3.166	159	VERY LOW	3.214		1	3.747	3.749	3.413	3.421	1.88
4	Burundi	131	LOW	2.47	128	LOW	2.393	3		3.024	2.878	2.443	2.267	1.55
5	Ethiopia	149	LOW	2.806	151	LOW	2.872		2	2.917	3.087	3.457	3.419	1.80
6	Kenya	120	MEDIUM	2.303	117	MEDIUM	2.254	3		2.599	2.639	2.345	2.25	1.79
7	Mozambique	122	MEDIUM	2.316	118	MEDIUM	2.259	4		2.803	2.789	2.215	2.117	1.67
8	Somalia	156	VERY LOW	3.125	156	VERY LOW	3.036	0	0	3.455	3.641	3.481	3.131	2.07
9	Uganda	121	MEDIUM	2.309	124	MEDIUM	2.3	3		2.973	2.914	1.747	1.844	1.90
10	Zambia	56	HIGH	1.841	63	HIGH	1.898		7	2.368	2.38	1.424	1.577	1.50

3. Evidence of surveys applied to fellows

Screen shot of the email sent to the fellows explaining the SCI objective and asking for their response to the survey uploaded in Survey Monkey platform. This email highlights and commits to the confidentiality of the responses.



Dear Fellows,

I hope this email finds you well.

Maria Lara from cohort 5 would like to kindly ask you to answer this short survey which is anonymous and **will take you only 2 minutes**.

Her SCI focuses on trying to understand the effect that the RP fellowship had on all of the members of cohorts 1-4. This, as part of her SCI to be presented in February, 21st 2024, at Makerere University.

Kindly visit the attached link and kindly include your responses no later than next Tuesday, January 30th.

<https://es.surveymonkey.com/r/P378YX8>

Many thanks for the time invested in this, I really appreciate it!

Warm regards,

Examples of the Survey applied to the fellows uploaded on the Survey Monkey platform.

PRESENTA LOS RESULTADOS

Vista de dispositivo