



INTERNATIONAL FOOD
POLICY RESEARCH INSTITUTE
sustainable solutions for ending hunger and poverty



**International Initiative
for Impact Evaluation**

Training Manual for Baraza-Moderators and –Rapporteurs

*for Effective Implementation of the Baraza Initiative for the period of the IFPRI Impact
Evaluation*

1. INTRODUCTION TO THE BARAZAS

1.1 WHAT ARE BARAZAS?

- The GoU initiated community advocacy forums (Barazas) in 2009/2010, with the stated intent to improve service delivery, accountability and empowerment of the citizenry
- Barazas are meant to provide:
 - platforms for enhancing information sharing between policy makers, development partners and beneficiaries of public goods/services
 - the opportunity for citizens to engage their leaders and service providers, ultimately contributing to effective monitoring, accountability and transparency among all stakeholders

1.2 EVALUATING THE IMPACT OF THE BARAZAS

In 2014, the GoU wanted to know if Barazas were beneficial in achieving the set objectives. Particularly, the Government of Uganda wanted

1. rigorous empirical studies carried out to independently evaluate and document the impacts of barazas on Uganda
2. to know if a newly instituted model of baraza delivery (district-level) as opposed to the traditional sub-county level baraza is equally effective

With funding from 3ie, GoU invited IFPRI to conduct this impact evaluation. The research team designed a study that uses rigorous analytical strategies and test the sensitivity of the results to varying assumptions

The design's objective is:

1. To assess the impact of barazas on citizen empowerment and demand for accountability
2. To assess the impact of barazas on service delivery by analyzing a wide range of indicators in key sectors

1.3 TYPES OF BARAZAS

- **I-barazas:** Platforms for enhancing Information sharing between policy makers, and beneficiaries of public goods and services.
- **D-barazas:** Opportunity for citizens to ask questions to their leaders and engage in Deliberation among themselves.
- **ID-barazas:** Dual role of baraza -> we analyse each role separately as well as the information and deliberation roles together, to find out most important component in bringing about change (if any).

1.3.1 Geographic scope:

- Most are subcounty-level barazas. These barazas could be either I, or D, or ID
- Some are district level barazas. These barazas are always only ID

1.3.2 Where do barazas take place and where do they not take place? Treatment and control.

The districts and subcounties where the barazas take place are randomly selected. The subcounties (and districts) are randomly assigned to four groups; “I”, “D”, “ID”, and “control”. Barazas will be held every 6 months, **ONLY** in the districts and subcounties that have been assigned to a baraza group (“I”, “D” or “ID”). No barazas will take place in the control group **during the study period**. It is key for the study that this is respected. However, this does not prevent the control-subcounties and control-districts to participate after the endline survey has been collected.

To prevent “spillovers” or “contamination” of the control areas, please avoid advertising the barazas on media that would reach residents in control-areas, unless being very clear on which subcounty the information regards. Advise district leaders not to promise future implementations of barazas in control-areas. Please advise leaders to not “compensate” the control subcounties by treating them any differently than before for not being part of the program or give way to **potential complaints** from the control-subcounty leaders that originate from their non-participation in the baraza roll out.

1.4 OUTCOMES IN 5 SECTORS

- Evaluate impact of baraza on access to public services in 5 sectors:

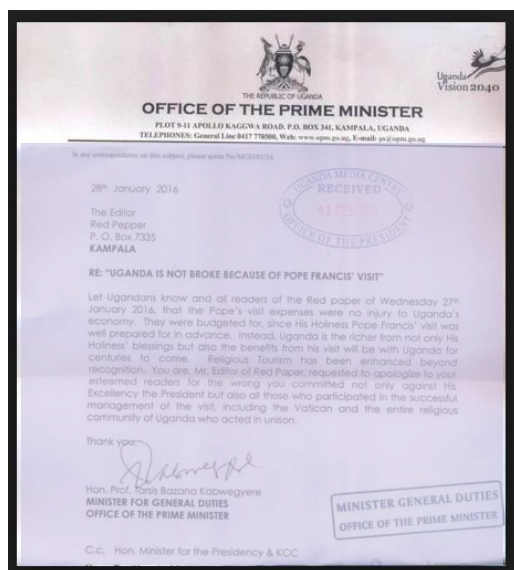


2 BARAZA INTERVENTION DESIGN IN THE IMPACT EVALUATION SUBCOUNTIES AND DISTRICTS

2.1 PROCESS BEFORE THE BARAZA MEETING – GENERAL INFORMATION FOR BOTH SUBCOUNTY AND DISTRICT LEVEL

2.1.1 Communication – OPM to Local Government – 30 days before baraza

OPM letter sent to RDC, with copy sent to CAO and LC5 chair of the district in which the subcounty and district-level baraza will be held. The key content of the letter includes:



- Description and objective of barazas
- Tentative date when the baraza is to be held in this subcounty or district (subsequently, OPM should consult with RDC to make sure date does not conflict with any other major event)
- Guidance to the LC5 chair: to mobilise subcounty and district residents to the baraza; and for the LC5 chair to obtain assistance from the LC3, LC2, and LC1 chairs in resident mobilisation within their jurisdictions, as well as attend the baraza themselves in the case of subcounty barazas
- Where villages don't have LC1 chairs, they need to be replaced by the main recognised village leader
- Guidance to the LC chairs: to also work with any appropriate local groups—such as the youth council, women's council, etc.—for these groups to support

mobilisation of residents

- Guidance to the CAO: that the CAO needs to ensure the five district line department heads for the 5 sectors, and the key district-level line department officials under these heads, attend the baraza and are prepared for presentations they make
- Guidance to the CAO: that the CAO should request the subcounty chiefs, parish chiefs and village chiefs to attend the baraza
- A basic outline of the agenda of the baraza event. This part of the letter will be tailored depending on which of three structures this baraza will have: information centred ("I"), deliberation centred ("D"), information and deliberation blended ("ID") or district (same as "ID")
- 5 days after the letter is expected to have been received by the RDC, OPM staff follow up with a phone call to the RDC to cement the message of the letter

2.1.2 Communication – LC chairs to residents – 20 days before baraza












The LC5, LC3, LC2, and LC1 chairs (or main village leaders) should mobilise **the residents** in their respective jurisdictions to attend the baraza, for example at community meetings or other local events (chairs can also enlist the support of cultural and religious leaders in mobilization). This of course creates **overlap**, because e.g. an LC2 chair's constituency is also the constituency of the LC3 chair above him/her. However, it is likely that this communication will in any case be incomplete at any LC level; therefore, **very little actual redundancy**



2.2 INFORMATION (“I”) BARAZAS – OUTREACH POSTER AND BARAZA SCHEDULE

2.2.1 Outreach poster – 14 days before baraza

A Baraza meeting will be held in _____ Subcounty. All residents of this subcounty are invited to attend. The baraza meeting will provide a lot of information on public service delivery in roads/works, health, education (UPE), water & sanitation, and agriculture. The information on this poster (see below) will be provided in more detail at the baraza meeting. The meeting shall be held on the date of _____, 20__, starting at the hour of _____. Please come to obtain information on past and planned service provision!

	ARICULTURE	WATER & SANITATION	EDUCATION (UPE)	HEALTH	ROADS/WORKS
Information about this subcounty will be discussed on the following:					
Planned public expenditure in the fiscal year 2015/2016 					
Actual public expenditure in the fiscal year 2015/2016 					
Main achievement in the fiscal year 2015/2016 					
Main challenge in the fiscal year 2015/2016 					
Planned public spending in the fiscal year 2016/2017 					
Main target in the fiscal year 2016/2017 					

In each **parish centre** of the subcounty to receive an “I” baraza, a specific poster is provided. The poster has a title that makes very explicit its connection with the upcoming baraza (and date and place of baraza). In **EASY-TO-UNDERSTAND style for low-numeracy people**, the poster for these sub-counties provides information about five issues:

- **Public spending** by sector in the subcounty for the Ugandan fiscal year 2015/16 (which is from 1. July 2015 to 30. June 2016)
- It also highlights the single key **achievement** in public service provision in the subcounty for each of the sectors in 2015/16 FY,
- the single key **challenge** faced by public officials in providing services, by sector, in FY 2015/16
- Public spending by sector planned (budget) for future: FY 2016/17
- Key **public service delivery target** by sector, for FY 2016/17

The production of these posters proceeds as follows:

- The **template** of the posters is electronic and identical for all posters in the I and ID evaluation areas
- The template provides headings for each of the five issues mentioned above, with space to **handwrite-in** the details (with a thick marker), based on details of each subcounty
- The information to populate the posters with are then handwritten by the **subcounty chief** with assistance from district technical staff
- The content of the posters will be identical for each of the parish posters in a subcounty. In other words, the information on a poster is **subcounty-specific** (not parish-specific), but there will be a poster about this subcounty-level info posted in each parish.
- The RDC coordinates the production and **mounting** of such **posters** in the center of each parish of the subcounty, also liaising with the LC5 chair and LC3 chair for this process

2.2.2 Final mobilization of residents – 3 days before baraza

- LC5 chair, LC3 chair, and LC1 chairs or village leaders use loudspeakers in the villages, parishes and subcounty to announce date and location of the baraza
- In this loudspeaker announcement, remind people that details about the baraza are posted in the parish centre on a poster
- Where possible and available, LC5 chair and/or LC3 chair should use an existing mobile van to announce the upcoming baraza meeting via loudspeaker from the van / vehicle

Cautious with media announcement, to avoid “contamination” or “spillover”. If local officials insist on using radio, please focus ONLY on talking about this subcounty’s baraza. Do NOT discuss the possibility of barazas taking place elsewhere

2.2.3 Schedule for “I” Baraza Meetings Focused on Information

Time	Activity		Duration
Through-out	The rapporteur takes DETAILED written minutes of all proceedings of the day. Ensure that a complete and gap-free accounting of the event is captured. NOTE: This entire schedule is in plenary form		
Opening activities and protocol			
10:00	Entry		0:30
10:15	Anthems and/or prayer		
	Welcome remarks by LC1, LC3, and LC5 chair		
	RDC introduces the baraza, and lays out the agenda of the day		
Substantive baraza			
10:30	CAO gives a brief presentation, with regard to the concerned subcounty, on (i) overall budget/finances for the 2015/16 fiscal year, (ii) main achievements/lapses in service delivery, and (iii) introduces local officials		0:15
10:45	OPM: (i) lays out the most important responsibilities and obligations of the key local government officials at the five levels of local government, (ii) describes what is NOT local government's responsibility but is instead the responsibility of central government line ministries, and (iii) elaborates to whom residents can turn with different types of public service concerns		0:25
11:10	Sector 1	For each sectoral presentation with regard to this subcounty, the sector official presents on (i) FY 2015/16 public spending, (ii) the primary achievements in service delivery in FY 2015/16, (iii) the main reasons why service delivery may have fallen short in FY 2015/16, (iv) the planned spending for FY 2016/17, (v) the planned service provision targets in public service provision in FY 2016/17. Remark: The order of the five sector presentations will be specified for each baraza	0:20
11:30	Sector 2		0:20
11:50	Sector 3		0:20
12:10	Sector 4		0:20
12:30	Sector 5		0:20

12:50	<ul style="list-style-type: none"> Beverages are passed around. While this happens, three assistants go around to collect written clarification questions from the citizens, or in the case of illiterate residents, the assistants themselves write down the question of the resident, and hand to the moderator 	0:15
	<ul style="list-style-type: none"> The assistants hand all these notes to the moderator, who then selects only genuinely “clarification” type questions and identifies 2 per sector for each of the 5 sectors, i.e. 10 questions to be addressed 	
13:05	Moderator reads out each of the 10 selected clarification questions, and the responsible official provides the relevant information one-by-one in response	0:45
Closing activities and protocol		
13:50	RDC (or the relevant person as per protocol): (i) thanks attendees for coming and presenters for presenting, (ii) reminds residents how they can see/speak to the local government officials if they have any public services complaints, (iii) informs attendees on follow-up actions after this baraza day	0:10
14:00	Anthem and/or prayer	0:45
	Lunch	
14:45	End and disband	

2.2.4 Communication back to the Residents in “I” subcounties

Supplement with additional content the existing posters in the centre of all parishes in the subcounties where baraza was held, indicating the key information provided during baraza

Summary of additional information that was provided during the baraza, on:












- 2015/16 public spending by sector,
- Performance and challenges in delivering public services by sector in 2015/16
- Planned spending and achievements for 2016/17
- procedures for redressing grievances, including, officials’ obligations, contact persons, and how to reach them

2.3 INFORMATION AND DELIBERATION (“ID”) BARAZAS – OUTREACH POSTER AND BARAZA SCHEDULE

2.3.1 Outreach poster – 14 days before baraza

In each **parish centre** of the subcounty to receive an “ID” baraza, a specific poster is provided. The

A Baraza meeting will be held in _____ Subcounty. All residents of this subcounty are invited to attend. The baraza meeting will provide a lot of information on public service delivery in roads/works, health, education (UPE), water & sanitation, and agriculture. The information on this poster (see below) will be provided in more detail at the baraza meeting. The meeting shall be held on the date of _____, 20____, starting at the hour of _____. Please come to obtain information and to deliberate on past and planned service provision!

	ARICULTURE	WATER & SANITATION	EDUCATION (UPE)	HEALTH	ROADS/WORKS
Information about this subcounty will be discussed on the following:					
Planned public expenditure in the fiscal year 2015/2016 					
Actual public expenditure in the fiscal year 2015/2016 					
Main achievement in the fiscal year 2015/2016 					
Main challenge in the fiscal year 2015/2016 					
Planned public spending in the fiscal year 2016/2017 					
Main target in the fiscal year 2016/2017 					

poster has a title that makes very explicit its connection with the upcoming baraza (and date and place of baraza). In **EASY-TO-UNDERSTAND style for low-numeracy people**, the poster for these sub-counties provides information about five issues:

- **Public spending** by sector in the subcounty for the Ugandan fiscal year 2015/16 (which is from 1. July 2015 to 30. June 2016)
- It also highlights the single key **achievement** in public service provision in the subcounty for each of the sectors in 2015/16 FY,
- the single key **challenge** faced by public officials in providing services, by sector, in FY 2015/16
- Public spending by sector planned (budget) for future: FY 2016/17
- Key **public service delivery target** by sector, for FY 2016/17

The production of these posters proceeds as follows:

- The **template** of the posters is electronic and identical for all posters in the “I” and “ID” evaluation areas
- The template provides headings for each of the five issues mentioned above, with space to **handwrite-in** the details (with a thick marker), based on details of each subcounty
- The information to populate the posters with are then handwritten by the **subcounty chief** with assistance from district technical staff
- The content of the posters will be identical for each of the parish posters in a subcounty. In other words, the information on a poster is **subcounty-specific** (not parish-specific), but there will be a poster about this subcounty-level info posted in each parish.
- The RDC coordinates the production and **mounting** of such **posters** in the center of each parish of the subcounty, also liaising with the LC5 chair and LC3 chair for this process

2.3.2 Final mobilization of residents

3 days before baraza

- LC5 chair, LC3 chair, and LC1 chairs or village leaders use loudspeakers in the villages, parishes and subcounty to announce date and location of the baraza
- In this loudspeaker announcement, remind people that details about the baraza are posted in the parish centre on a poster
- Where possible and available, LC5 chair and/or LC3 chair should use an existing mobile van to announce the upcoming baraza meeting via loudspeaker from the van / vehicle

Cautious with **media announcement**, to avoid “contamination” or “spillover”. If local officials insist on using radio, please focus ONLY on talking about this subcounty’s baraza. Do NOT discuss the possibility of barazas taking place elsewhere

2.3.3 Schedule for “ID” Baraza Meetings Combining Information & Deliberation (“Blended”)

Time	Activity	Duration	
Through-out	The rapporteur (and in the breakout sessions, the assistant rapporteurs) take DETAILED written minutes of all proceedings of the day. Ensure that a complete and gap-free accounting of the event is captured. NOTE: The baraza is a mix of plenary and breakout sessions. The breakout sessions are indicated below		
Opening activities and protocol			
10:00	Entry	0:30	
10:15	Anthems and/or prayer		
	Welcome remarks by LC1, LC3, and LC5 chair		
	RDC introduces the baraza, and lays out the agenda of the day		
Substantive baraza			
10:30	CAO gives a brief presentation, with regard to the concerned subcounty, on (i) overall budget/finances for the 2015/16 fiscal year, (ii) main achievements/lapses in service delivery, and (iii) introduces local officials	0:20	
10:50	OPM lays out (i) the most important responsibilities and obligations of the key local government officials, (ii) describes what is not their responsibility but is the responsibility of central government line ministries, and (iii) elaborates to whom residents can turn with different types of public service concerns	0:25	
11:15	Sector 1	For each sectoral presentation with regard to this subcounty, the sector official presents on (i) FY 2015/16 public spending, (ii) the primary achievements in service delivery in FY 2015/16, (iii) the main reasons why service delivery may have fallen short in FY 2015/16, (iv) the planned spending for FY 2016/17, (v) the planned achievements in public service provision in FY 2016/17. Remarks: * The order of the five sector presentations will be assigned for each subcounty * In each Q&A, questions and comments are taken from the audience	0:15
11:30	Q&A		0:05
11:35	Sector 2		0:15
11:50	Q&A		0:05
11:55	Sector 3		0:15
12:10	Q&A		0:05
12:15	Sector 4		0:15
12:30	Q&A		0:05
12:35	Sector 5		0:15
12:50	Q&A		0:05

12:55	Break, during which beverages are passed around		0:10
13:05	BREAKOUT SESSION. Separate sector-group discussions: * Divide citizens into 5 groups by sector, and ask them to discuss problems they face and draw up a list of priority issues that need to be addressed. * An assistant to the moderator for each group will be assigned by the moderator * The line department heads should not be sitting in these sector-groups, so that residents can speak freely * Opportunity will be given for people to write their comments on notes and drop it in a box with a slit that the assistant will carry around in the group. If a person is illiterate, they ask a trusted friend or the assistant to write the note for them * The anonymous feedback is important so that people who feel too shy or disempowered to speak up, or people who are concerned about punishment due to their critique, will nonetheless be given a voice * Assistants should focus the discussion on what was done well, and what were the problems, with public service delivery in the sector during the past year (FY 2015/16) * These notes will be read out in the group by the assistant, and discussed alongside the remarks made verbally by residents in the group		0:45
13:50	Sector 1	BREAKOUT SESSION.	0:30
	Sector 2	* Sector official joins the breakout group, and discusses the group's concerns with the group participants	
	Sector 3	* In addition to direct communication with the participants, the assistant will read out those anonymously provided comments for the official to respond to	
	Sector 4		
	Sector 5	* During this session, key service provision achievements for FY 2016/17 should be identified	
14:20	Sector 1	* Moderator receives the key notes from the assistants of each breakout groups, and presents the results of the group's deliberation in plenary, with a focus on agreed-upon achievements in service provision for FY 2016/17.	0:15
14:35	Sector 2		0:15
14:50	Sector 3		0:15
15:05	Sector 4	* Then moderator invites comments regarding this sector from participants of the other four groups. Make sure the plenary comments don't repeat what was already said	0:15
15:20	Sector 5	* Remark: The order of the sector presentations will be assigned for each subcounty	0:15
Closing activities and protocol			
15:35	The RDC (or the relevant person(s) as per protocol): (i) thanks attendees for coming and presenters for presenting, (ii) reminds residents how they can see/speak to the local government officials if they have any public services complaints, (iii) informs attendees on follow-up actions after this baraza day		0:10
15:45	Anthem and/or prayer		0:45
	Lunch		
16:30	End and disband		

2.3.4 Communication back to the Residents in “ID” subcounties






Supplement with additional content the existing posters in the centre of all parishes in the subcounties where baraza was held, indicating the key conclusions from the deliberations of the baraza

- public spending by sector,
- performance in delivering public services by sector;
- summary of resolutions and issues raised by the residents
- conclusions reached in the deliberation
- procedures for redressing grievances, including, officials’ obligations, contact persons, and how to reach them

2.4 DELIBERATION “D” BARAZAS – OUTREACH POSTERS AND BARAZA SCHEDULE

2.4.1 Poster content in “D” subcounties

14 days before baraza

BARAZA MEETING TO BE HELD ON SERVICE DELIVERY		
<p>A baraza meeting will be held in _____ Subcounty. All residents of this subcounty are invited to attend. The baraza meeting will provide opportunity for exchange between the people and the local leaders on public service delivery in roads/works, health, education (UPE), water & sanitation, and agriculture. You will have a chance to ask questions and deliberate on the issues. The meeting shall be held on the date of _____, 20__, starting at the hour of _____. Please come to deliberate on past and planned service provision!</p> <p>At the baraza, you will have a chance to discuss and deliberate on the following sectors:</p>		
AGRICULTURE	WATER & SANITATION	
		
EDUCATION (UPE)	HEALTH	ROADS/WORKS
		

In each **parish centre** of the “D” subcounties, a poster template is provided. In **EASY-TO-UNDERSTAND** style, it announces the baraza by:

1. Stating the **purpose** of the baraza being to provide a forum to deliberate on and prioritise public service delivery in the subcounty

2. Stating the **date and place** of the baraza meeting

3. Encouraging **attendance**

➤ The **template** of the posters is identical for all posters in the “D” evaluation areas. The template includes all the information in #1 and #3 above

➤ #2 (date and place) will be **hand-written in**

The RDC coordinates the production and **mounting** of such **posters** in the center of each parish of the subcounty, also liaising with the LC5 chair and LC3 chair for this process

2.4.2 Final mobilization of residents

3 days before baraza

- LC5 chair, LC3 chair, and LC1 chairs or village leaders use loudspeakers in the villages, parishes and subcounty to announce date and location of the baraza
- In this loudspeaker announcement, remind people that details about the baraza are posted in the parish centre on a poster
- Where possible and available, LC5 chair and/or LC3 chair should use an existing mobile van to announce the upcoming baraza meeting via loudspeaker from the van / vehicle
- Cautious with media announcement, to avoid “contamination” or “spillover”. If local officials insist on using radio, please focus ONLY on talking about this subcounty’s baraza. Do NOT discuss the possibility of barazas taking place elsewhere

2.4.3 Schedule for “D” Baraza Meetings Focused on Deliberation

Time	Activity		Duration
Through-out	The rapporteur (and in the breakout sessions, the assistant rapporteurs) take DETAILED written minutes of all proceedings of the day. Ensure that a complete and gap-free accounting of the event is captured. NOTE: The baraza is a mix of plenary and breakout sessions. The breakout sessions are indicated below		
Opening activities and protocol			
10:00	Entry		0:30
10:15	Anthems and/or prayer		
	Welcome remarks by LC1, LC3, and LC5 chair		
	RDC introduces the baraza, and lays out the agenda of the day		
Substantive baraza			
10:30	BREAKOUT SESSION. Separate sector-group discussions: * Divide citizens into 5 groups by sector, and ask them to discuss problems they face and draw up a list of priority issues that need to be addressed * A assistant to the moderator for each group will be assigned by the moderator * The line department officials should not be sitting in these sector-groups, so that residents can speak freely * Opportunity will be given for people to write their comments on notes and drop it in a box with a slit that the assistant will carry around in the group. In the case of illiterate people, their trusted friend or the assistant will write it for them * The anonymous feedback is important so that people who feel too shy or disempowered to speak up, or people who are concerned about punishment due to their critique, will nonetheless be given a voice * Assistants should focus the discussion on what was done well, and what were the problems, with public service delivery in the sector during the past year (FY 2015/16) * The anonymous notes will be read out by the assistant in the sector group, and discussed alongside the remarks made verbally by residents in the group * Conclusions should be reached in the group on what should be done in the year ahead (FY 2016/17)		1:00
11:30	Sector 1	* Moderator receives the notes from the assistants of the breakout group, and presents the key items from the group's deliberations	0:15
11:45	Sector 2	* Comments regarding this group's sector are made from any participants of the other four groups	0:15

12:00	Sector 3	Remark: The order of the sector presentations will be assigned for each baraza	0:15
12:15	Sector 4		0:15
12:30	Sector 5		0:15
12:45	Break, during which drinks are passed around		0:15
13:00	Government officials respond. Officials should try to react only in direct response to the specific comments and requests for the year ahead from the breakout groups		0:35
Closing activities & protocol			
13:35	RDC (or the relevant person as per protocol): (i) thanks attendees for coming and the presenters for presenting, (ii) reminds residents how they can see/speak to the local government officials if they have any public services complaints, (iii) informs attendees on follow-up actions after this baraza day		0:10
13:45	Anthem and/or prayer		0:45
	Lunch		
14:30	End and disband		

2.4.4 Communication back to the Residents in “D” subcounties












Supplement with additional content the existing posters in the centre of all parishes in the subcounties where baraza was held, indicating the key conclusions from the deliberations of the baraza

- summary of resolutions and issues raised by the residents
- conclusions reached in the deliberation
- procedures for redressing grievances, including, officials’ obligations, contact persons, and how to reach them

2.5 DISTRICT LEVEL BARAZA (“ID”) – OUTREACH POSTER AND BARAZA SCHEDULE

2.5.1 Outreach poster – 14 days before baraza

A baraza meeting will be held in _____ District. All residents of this district are invited to attend. The baraza meeting will provide a lot of information on public service delivery in roads/works, health, education (UPE), water & sanitation, and agriculture. The information on this poster (see below) will be provided in more detail at the baraza meeting. The meeting shall be held on the date of _____, 20____, starting at the hour of _____. Please come to obtain information on past and planned service provision!

	ARICULTURE	WATER & SANITATION	EDUCATION (UPE)	HEALTH	ROADS/WORKS
Information about this subcounty will be discussed on the following:					
Planned public expenditure in the fiscal year 2015/2016 					
Actual public expenditure in the fiscal year 2015/2016 					
Main achievement in the fiscal year 2015/2016 					
Main challenge in the fiscal year 2015/2016 					
Planned public spending in the fiscal year 2016/2017 					
Main target in the fiscal year 2016/2017 					

In each **parish centre** of the district to receive a baraza, a specific poster is provided. The poster has a title that makes very explicit its connection with the upcoming baraza (and date and place of baraza). In **EASY-TO-UNDERSTAND style for low-numeracy people**, the poster for the district barazas provides information about five issues:

- **Public spending** by sector in the district for the Ugandan fiscal year 2015/16 (which is from 1. July 2015 to 30. June 2016)
- It also highlights the single key **achievement** in public service provision in the district for each of the sectors in 2015/16 FY,
- the single key **challenge** faced by public officials in providing services, by sector, in FY 2015/16
- Public spending by sector planned (budget) for future: FY 2016/17
- Key **public service delivery target** by sector, for FY 2016/17

The production of these posters proceeds as follows:

- The **template** of the district baraza posters is electronic and identical to the “I” and “ID” subcounty baraza posters
- The template provides headings for each of the five issues mentioned above, with space to **handwrite-in** the details (with a thick marker), based on details of each
- The information to populate the posters with are then handwritten by the **district technical staff**
- The content of the posters will be identical for each of the parish posters in a district. In other words, the information on a poster is **district-specific** (not parish-specific), but there will be a poster about this district-level info posted in each parish.
- The RDC coordinates the production and **mounting** of such **posters** in the center of each parish of the district, also liaising with the LC5 chair and LC3 chair for this process

2.5.2 Final mobilization of residents

3 days before baraza

- LC5 chair, LC3 chair, and LC1 chairs or village leaders use loudspeakers in the villages, parishes and district to announce date and location of the baraza
- In this loudspeaker announcement, remind people that details about the baraza are posted in the parish centre on a poster
- Where possible and available, LC5 chair and/or LC3 chair should use an existing mobile van to announce the upcoming baraza meeting via loudspeaker from the van / vehicle

Cautious with **media announcement**, to avoid “contamination” or “spillover”. If local officials insist on using radio, please focus ONLY on talking about this district’s baraza. Do NOT discuss the possibility of barazas taking place elsewhere

2.5.3 Schedule for District Baraza Meetings Combining Information & Deliberation (“Blended”)

Time	Activity	Duration	
Through-out	The rapporteur (and in the breakout sessions, the assistant rapporteurs) take DETAILED written minutes of all proceedings of the day. Ensure that a complete and gap-free accounting of the event is captured. NOTE: The baraza is a mix of plenary and breakout sessions. The breakout sessions are indicated below		
Opening activities and protocol			
10:00	Entry	0:30	
10:15	Anthems and/or prayer		
	Welcome remarks by LC5 chair		
	RDC introduces the baraza, and lays out the agenda of the day		
Substantive baraza			
10:30	CAO gives a brief presentation, with regard to the concerned district, on (i) overall budget/finances for the 2015/16 fiscal year, (ii) main achievements/lapses in service delivery, and (iii) introduces local officials	0:20	
10:50	OPM lays out (i) the most important responsibilities and obligations of the key local government officials, (ii) describes what is not their responsibility but is the responsibility of central government line ministries, and (iii) elaborates to whom residents can turn with different types of public service concerns	0:25	
11:15	Sector 1	For each sectoral presentation with regard to this district, the sector official presents on (i) FY 2015/16 public spending, (ii) the primary achievements in service delivery in FY 2015/16, (iii) the main reasons why service delivery may have fallen short in FY 2015/16, (iv) the planned spending for FY 2016/17, (v) the planned achievements in public service provision in FY 2016/17. Remarks: * The order of the five sector presentations will be assigned for each	0:15
11:30	Q&A		0:05
11:35	Sector 2		0:15
11:50	Q&A		0:05
11:55	Sector 3		0:15
12:10	Q&A		0:05
12:15	Sector 4		0:15
12:30	Q&A		0:05
12:35	Sector 5		0:15

12:50	Q&A	subcounty * In each Q&A, questions and comments are taken from the audience	0:05
12:55	Break, during which beverages are passed around		0:10
13:05	BREAKOUT SESSION. Separate sector-group discussions: * Divide citizens into 5 groups by sector, and ask them to discuss problems they face and draw up a list of priority issues that need to be addressed. * An assistant to the moderator for each group will be assigned by the moderator * The line department heads should not be sitting in these sector-groups, so that residents can speak freely * Opportunity will be given for people to write their comments on notes and drop it in a box with a slit that the assistant will carry around in the group. If a person is illiterate, they ask a trusted friend or the assistant to write the note for them * The anonymous feedback is important so that people who feel too shy or disempowered to speak up, or people who are concerned about punishment due to their critique, will nonetheless be given a voice * Assistants should focus the discussion on what was done well, and what were the problems, with public service delivery in the sector during the past year (FY 2015/16) * These notes will be read out in the group by the assistant, and discussed alongside the remarks made verbally by residents in the group		0:45
13:50	Sector 1	BREAKOUT SESSION. * Sector official joins the breakout group, and discusses the group's concerns with the group participants * In addition to direct communication with the participants, the assistant will read out those anonymously provided comments for the official to respond to * During this session, key service provision achievements for FY 2016/17 should be identified	0:30
	Sector 2		
	Sector 3		
	Sector 4		
	Sector 5		
14:20	Sector 1	* Moderator receives the key notes from the assistants of each breakout groups, and presents the results of the group's deliberation in plenary, with a focus on agreed-upon achievements in service provision for FY 2016/17. * Then moderator invites comments regarding this sector from participants of the other four groups. Make sure the plenary comments don't repeat what was already said * Remark: The order of the sector presentations will be assigned for each district	0:15
14:35	Sector 2		0:15
14:50	Sector 3		0:15
15:05	Sector 4		0:15
15:20	Sector 5		0:15
Closing activities and protocol			
15:35	The RDC (or the relevant person(s) as per protocol): (i) thanks attendees for coming and presenters for presenting, (ii) reminds residents how they can see/speak to the local government officials if they have any public services complaints, (iii) informs attendees on follow-up actions after this baraza day		0:10
15:45	Anthem and/or prayer		0:45
	Lunch		
16:30	End and disband		

2.5.4 Communication back to the Residents in Districts

Supplement with additional content the existing posters in the centre of all parishes in the districts where baraza was held, indicating the key conclusions from the deliberations of the baraza

- public spending by sector,
- performance in delivering public services by sector;
- summary of resolutions and issues raised by the residents
- conclusions reached in the deliberation
- procedures for redressing grievances, including, officials' obligations, contact persons, and how to reach them

2.6 *PROCESS AFTER THE BARAZA MEETING – GENERAL INFORMATION*

2.6.1 Within-Government Communication

Written minute by the rapporteur are electronically entered and shared with:

1. OPM staff present at the baraza
2. District officials—District CAO, RDC, LC5 chair, district line department heads
3. Central government line ministries—a focal person identified by OPM in each of the five sectors

2.6.2 Follow-up by OPM in regard to central government line ministries, and local government

- Summarise the key achievements and gaps in service provision under the purview of the five central government line ministries
- Incorporate these findings in OPM’s regular engagement with the central line ministries
- 15 days after the baraza meeting, request from the RDC a list of the district government’s follow up actions, and how these actions will be implemented
- Request that the RDC send to OPM within 3 months after the baraza event, and a second time within 6 months after the baraza event, an update on these actions taken
- OPM to use all powers in its purview to monitor and verify to what extent these actions have been taken, and to reward and sanction the concerned agencies / officials

2.6.3 Subsequent barazas every 6 months

All efforts should be made to hold barazas in the “I”, “D”, and “ID” subcounties every 6 months during the study period, following this baraza intervention design

3 FINAL REMARKS AND NEXT STEPS

3.1 ROLLOUT OF THE BARAZAS CO-ORDINATED BY OPM

OPM will coordinate the rollout of the Baraza meetings in the areas. The analytical design, discussed with and approved by OPM and 3ie, hinges on careful and systematic conduct of the barazas faithful to the design. The findings of the impact evaluation depend not only on the quality of the analysis, but very much on whether the intervention was properly implemented or not.

Your Integrity is Key! Objective and fair moderation that does not avoid challenging public service delivery problems is a necessary condition to seeing positive change in barazas.

All barazas are video-taped in full.

3.2 NEXT STEPS AND CONTACT INFORMATION

More details will be communicated to you (via OPM and/or RDC) on timing and type of barazas

OPM, RDC, and / or IFPRI will be in touch with you on further logistics and administrative matters

Contact info:

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IFPRI – Emmanuel Bizimungu: 0782 988 329
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