



**CARITAS UGANDA AND CARITAS NORWAY PARTNERSHIP PROGRAMME**  
**DEMOCRACY AND GOOD GOVERNANCE; HIV & AIDS AND FOOD SECURITY PROGRAMME**

**SYNTHESIZED**  
**EXECUTIVE SUMMARY AND RECOMMENDATIONS**

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**November-December 2004**

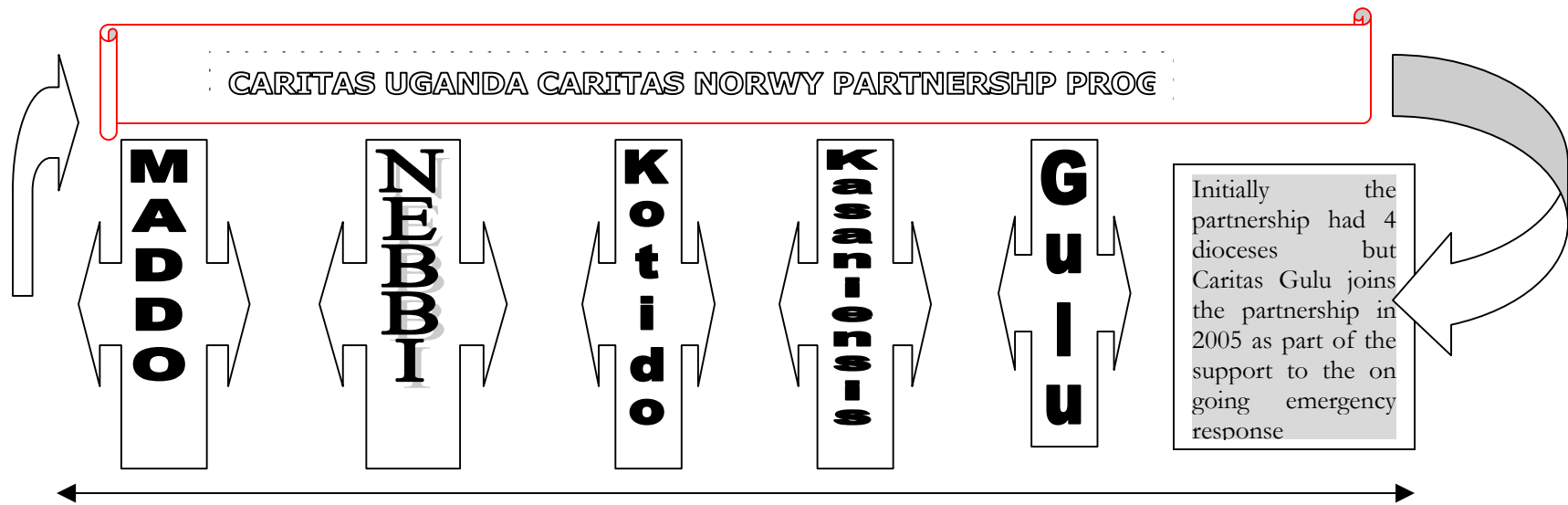
**BACKGROUND TO THE PARTNERSHIP**

Caritas Norway and Caritas Uganda partnership is a unique partnership created to contribute to the problem of poverty alleviation while focussing on promotion of good governance and democracy; Gender; HIV and AIDS, Food insecurity where the participating dioceses implement directly the interventions in the thematic areas.

- a) The overall goal is to develop a model for strengthening local democracy where the grassroots has competence and structures to practice influence towards the authorities and public initiatives (including a structure for social control with HIPC/PRSP, abuse of power and corruption) and women participate and have influence as men.
- b) Through strengthened local democracy contribute towards collaboration between civil society and public in order to fight poverty and HIV and AIDS and their consequences towards the population and environment.

**Specific Goals**

- 1. Strengthening democracy in Uganda through strengthening grassroots' competence and structures for the participation and influence in civil\society, public debate and development policy
- 2. Increase women's participation and influence in the poor counties so that they are to the level of men in setting agenda needed for public debate and development policy
- 3. Fight HIV and AIDS catastrophe through preventive activities and in collaboration with public authorities support in consequence management
- 4. Strengthen the partner organisations' advocacy work generally and activities to establish structures for social audit of the implementation of PRSP and HIPC



## **PURPOSE OF THE EVALUATION**

To carry out a mid-term evaluation of Caritas Uganda/Caritas Norway supported integrated development programme in Nebbi, Masaka, Luwero and Kotido Catholic Dioceses, to assess progress so far made on the set outputs.

## **PURPOSE OF MID TERM EVALUATION**

To carry out an assessment of partnership process, project design, resource availability, implementation strategies, and their impact as well as providing recommendations on the best way forward.

## **SPECIFIC OBJECTIVES**

- ❖ Assess overall the partnership process in building sustainable relationships for enhancing democracy and income improvement at household level among the target community in dioceses.
- ❖ Assess programme relevance and efficiency
- ❖ Assess appropriateness of program design in respect to the needs of the community.
- ❖ Assess the adequacy and efficiency of the planning, monitoring and reporting systems and use of both financial and material resources.
- ❖ Assess scope of achievements of the program against the set objectives.
- ❖ Assess the level of community participation/ environment and the extent to which it affected the program.
- ❖ Assess the strength, areas of growth and challenges of the project.
- ❖ Assess the impact of the program intervention especially on the lives of the program beneficiaries.
- ❖ Assess the effectiveness of the implementation team i.e. Partnership Board, Project staff and Caritas committees.
- ❖ Assess sustainability plans.
- ❖ Document lessons learnt and recommendations to be utilized in the future plans.

## **METHODOLOGY**

A number of methods were adopted for the assignment and these ranged from primary and secondary methods. However, by and large, the methods were participatory.

## **CONSTRAINTS**

The major constraint in all the four main partners was mainly the tight schedules towards the end of the year that made it difficult to meet all the stakeholders. However, the team met with the key stakeholders and tried to get other information through secondary sources.

### COMPARATIVE ACHIEVEMENT MATRIX ACROSS THE 4 DIOCESES ON MAJOR PROGRAMME COMPONENTS

This matrix summarises the achievements of the programme in the four dioceses but with a precise and concise analysis by the evaluation team. The detailed findings are contained in the reports that are attached.

COMPONENT	NEBBI	MADDO	KOTIDO	KASANA LUWERO
DEMOCRACY AND GOOD GOVERNANCE	<ul style="list-style-type: none"> <li>☞ Trainings on Human rights and Leadership</li> <li>☞ Manuals compiled and translated in vernacular</li> <li>☞ Domestic violence and child abuse reported to have reduced</li> <li>☞ All 4 components more integrated than in other dioceses</li> </ul>	<ul style="list-style-type: none"> <li>☞ Being implemented in 47 parishes</li> <li>☞ Focused on elected councillors at sub county level</li> <li>☞ Local politicians initially misunderstood intentions</li> <li>☞ Interactions between security agencies and civilians less characterised by fear</li> </ul>	<ul style="list-style-type: none"> <li>☞ Empowering civil society groups through trainings</li> <li>☞ 39 women groups formed</li> <li>☞ Insecurity, illiteracy, alcoholism and abject poverty challenge this and other interventions</li> </ul>	<ul style="list-style-type: none"> <li>☞ Trainings done on good leadership, democracy and Human rights</li> <li>☞ Family prioritised as a foundation for democracy</li> </ul>
FOOD SECURITY AND SUSTAINABLE AGRICULTURE	<ul style="list-style-type: none"> <li>☞ Required trainings executed</li> <li>☞ Farmers' groups formed, but still fragile</li> <li>☞ Parish committees very active</li> <li>☞ Very popular component because of its practical relevance</li> </ul>	<ul style="list-style-type: none"> <li>☞ Improved seeds and hybrid goats and pigs distributed</li> <li>☞ Organic farming entrenched</li> <li>☞ Farmers' groups well-established</li> <li>☞ MADDO represents NGOs in the district technical planning committee on agricultural issues</li> <li>☞ Very popular component because of its practical relevance and long experience of caritas MADDO in sustainable agriculture.</li> </ul>	<ul style="list-style-type: none"> <li>☞ 2 supply and distribution centres established</li> <li>☞ Improved seeds distributed</li> <li>☞ Rates of adoption quite low due to trust in traditional methods</li> <li>☞ Insecurity and drought has frustrated progress</li> <li>☞ Demand for inputs too high</li> </ul>	<ul style="list-style-type: none"> <li>☞ Farmers' groups well-established</li> <li>☞ Inputs and improved seeds distributed</li> <li>☞ Counter-part funding mobilised</li> <li>☞ Spirit of self-reliance high in the communities</li> <li>☞ Very popular component because of its practical relevance.</li> </ul>
HIV AND AIDS	<ul style="list-style-type: none"> <li>☞ Awareness trainings done leading to reduced stigma and willingness to go for testing and counselling but not systematised.</li> </ul>	<ul style="list-style-type: none"> <li>☞ Direct interventions not verified but Kitovu Mobile Home Care programme, a sister department, is quite active in home care</li> </ul>	<ul style="list-style-type: none"> <li>☞ Trainings on awareness done</li> <li>☞ Openness about AIDS still low</li> <li>☞ 380 youth leaders trained</li> </ul>	<ul style="list-style-type: none"> <li>☞ Sensitisation and awareness undertaken</li> <li>☞ Stigma and lack of openness still a challenge</li> </ul>

INCOME GENERATING ACTIVITIES	☞ Credit scheme in initial stages but centrally administered by Caritas Nebbi office	☞ Credit scheme being implemented but NOT as part of the Caritas Partnership	☞ 20 million so far disbursed  ☞ Credit schemes not very vibrant due to limited business opportunities	☞ Saving mobilisation scheme underway, to lead to accessing credit from lending financial institutions
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### **FACTORS THAT INFLUENCED ACHIEVEMENT**

This analysis gives a summary of the factors that have supported achievement of the programme goals and objectives:

- ☞ Inspiring focus on the marginalised and vulnerable groups
- ☞ Partnership model
- ☞ Strong focus on democracy, food security and HIV and AIDS
- ☞ Partner diocese infrastructure
- ☞ Strategic positioning of Caritas Uganda (RAU) and Caritas Norway to undertake advocacy at national and international level

### **FACTORS THAT HAVE CONSTRAINED THE PROGRAMME**

- ☞ Late disbursement of funds which has been sorted out with the efficiency of the local banks through the computerisation programmes
- ☞ Operationalisation of the human rights approach to programming has not been uniformly conceptualised
- ☞ Sporadic insecurity and drought conditions that have affected certain sections of the focus areas in the diocese under the partnership
- ☞ Limited participation of certain key stakeholders in the management of the programmes

## CROSS CUTTING RECOMMENDATIONS FOR THE PARTNERSHIP PROGRAMMES

Based on the implementation experience for a period of about 3 years, the following suggestions have been recommended for the respective members in the partnership:-

1. Linkage with other NGOs and CBOs is still weak, ad hoc, and, to a certain extent, informal. This is a very vital element in guaranteeing sustainability, and, a deliberate strategy to link up with other actors needs to be designed. The Masaka and Kotido are at an advanced stage of building these mechanisms because of their respective roles at district forum of NGOs and sector specific stakeholders' forum.
2. The concept of sustainability needs to be operationalised in a uniform manner. The implementation of the sustainability concept is different in all the four dioceses in the partnership arrangement. We are of the opinion that Caritas Uganda organises a workshop to harmonise the operationalisation of the sustainability concept.
3. The farmers' groups in the programme areas are fundamental pillars of sustainability measures. We observed that the groups in the respective dioceses are at various levels of development, with some already tending towards viable and autonomous institutions, while others are still nascent, fragile and informal. It is necessary for a common approach to be adopted to support the development of farmer and other groups into independent self-sustaining entities which can carry on after the caritas partnership period ends.
4. In the same vein, the team of evaluators found that the programme components are not tightly integrated and mutually reinforcing. Some components, like food production, are fairing well and are more popular with the communities, while others like good governance are less popular. It is therefore our considered opinion that programme management at diocesan levels explores avenues of integrating the respective components such that they are seen as part of an organic whole.
5. The partnership arrangement was found to be functional at the high level of leadership (Caritas Directors through the regular board meetings), but its less operational at parish and sub parish level. We suggest that respective diocesan Caritas Offices in the partnership arrangement consider strengthening partnership functions at parish level. There is need to re-invigorate the partnership concept with Parish structures playing a more proactive role in the management and development of the interventions being implemented.
6. Sharing of information especially specifically which is financially related is less open with some of the core stakeholders in some of the dioceses (Nebbi and Kasana Luwero) not aware how much is available for what. To effect implementation efficiently, all the core stakeholders should be put in the know on the budgetary allocations on annual basis to allow smooth planning for implementation. How much is available and what criteria is used for resource allocation would be an effective way of sharing financial related information. Already there are harmonised budgets developed until the end of 2005. This information and actual resources received should be shared by all the key actors.
7. Whereas the dioceses in the partnership have a harmonised vision and budgets, most other aspects of the programme have not been harmonised. Cases in point include, financial procedures and guidelines, as well as implementation schedules, which differ from dioceses to diocese. Whereas we appreciate that dioceses are autonomous entities, we strongly believe that the implementation of the Good Governance and Human Rights programmes requires to harmonised approaches and procedures.
8. The existing choice of the target beneficiaries effectively leaves out the poorest of the poor. The criterion set is a tall order for the above category of people. The able poor are easily identifiable and the notion of trickle down is well thought out. But the efficacy of trickle down has been disputed and 'trickle up' advocates contend that targeting the poorest cluster at the grassroots and empowering them has positive results

as compared to the specifically targeting the active (economically) poor. The dioceses implementing revolving schemes need to revisit the whole approach of targeting. However, the best practice in micro enterprise development calls on aiming at the economically active poor so as to increase the performance of loan portfolios. Specific dioceses will have to make strategic choices in selection criteria for economic and social (soft ware) interventions.

9. Training forms a significant component of all the partners as one of the strategic approaches. It is necessary to have a standardised manual to guide the crossing-cutting thematic areas, like human rights, good governance, food security and gender and equity. We have suggested therefore that with support from the National Office (Caritas Uganda), a consolidated manual be generated to guide further future training events.
10. The programme heavily relies on Church structures which are well established and effective in terms of reaching out to the grassroots level. Certainly Caritas programmes have to be implemented through the church structures, however, when Caritas activity meetings and events take place in the church, then it may constrain the participation of non-Christians who are participating in the programme.
11. A diocese like Masaka that operates in 4 civic districts needs to increase its visibility in those districts to foster close networking and collaboration. Decentralisation has enabled planning and resources to be available at district and sub county local governments and the dioceses should be able to tap into these resources and undertake joint planning and sharing information. Strategic coalitions and partnerships should be forged for increased impact and benefits to the target groups. In addition, national and diocesan advocacy efforts need to be scaled up and these can be possible through increased visibility of Caritas at centres of decision making at national, district and sub county levels.
12. Research and advocacy unit should take a proactive role and support partner dioceses to develop an advocacy strategy and enhance their research capacity. Currently all the partners are involved in advocacy but in a disjointed manner that needs to be harmonised. To influence policy requires reliable and well researched thematic information.. RAU will need to strengthen the capacity of dioceses to undertake research and develop advocacy strategies that effectively lobby for pro-poor interventions.



**CARITAS UGANDA AND CARITAS NORWAY PARTNERSHIP  
PROGRAMME**

**PEP AND GOOD GOVERNANCE PROGRAMME**

**CARITAS KASANA LUWERO –  
MID-TERM REVIEW REPORT**

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November 2004



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**I. LIST OF ABBREVIATIONS & ACRONYMS**

AIDS	Acquired Immuno Deficiency Syndrome	LC	Local Council
CAO	Chief Administrative Officer	LGDF	Local Government Development Fund
CBO	Community Based Organisation	MOFP&ED	Ministry of Finance, Planning and Economic Development
CC	Community Counsellors		
CHW	Community Health Worker	MOLG	Ministry of Local Government
CDO	Community Development Officer	NGO	Non-Governmental Organisations
FBO	Faith Based Organisation	PAF	Poverty Alleviation Fund
FGD	Focus Group Discussion	PCC	Parish Coordinating Committee
GoU	Government of Uganda	PLWA	Persons Living With HIV/AIDS
HC	Health Centre	TOR	Terms of Reference
HIV	Human Immuno-Deficiency Virus	UNICEF	United Nations International Children's Fund
Km	Kilometre	UPE	Universal Primary Education
		VCT	Voluntary Counselling and Testing

### INTRODUCTION AND BACKGROUND

This is a mid-term evaluation report compiled in October 2004 by independent consultants, with the assistance of the local Caritas Management team at the Diocese.

The assessment was centred on project relevance, efficiency, effectiveness, impact, beneficiary satisfaction, project sustainability and lessons learnt from the implementation experience to inform future phase of the PEP and Good Governance programme. The evaluation results are to be used to:

- ❖ Enable project management and beneficiary community make any corrective measures for the remaining period of programme implementation
- ❖ Assist project management, Caritas Uganda and Caritas Norway decide on what areas need further strengthening.

The methods used were both qualitative and quantitative; consisting but not limited to; desk study, meetings, field visits, observation, survey questionnaires, checklist verification, and brainstorming sessions with key stakeholders.

### FINDINGS:

We observe at the outset, that the original target of the programme was too ambitious, with as many as 12 interventions to achieve 10 goals. The fact that a carefully designed sequencing of these interventions was not originally worked out, coupled with delays in disbursement at national level, which nullified even tentative scheduling projections, this meant that the foundation for take-off was less firm than would have been desired. All this notwithstanding, the programme has been able to anchor firmly in the village communities and realise outcomes which will contribute to positive long-term impacts. Below is an overview of the main findings arranged thematically, which will be expanded in the subsequent sections.

#### PROGRAMMATIC: -

The concept of partnership has not been appropriately internalised, at least at the lower levels, where interaction and sharing between the beneficiaries is not optimised. At the higher level, specifically the Director and Project Co-ordinator are actively engaged in functional partnership activities. The roles and responsibilities of each of the partners need to be made clearer, so that this becomes a benchmark for evaluating whether each of the partners is fulfilling one's part of the bargain. The prevailing situation at the lower level (parish and basic Christian community) is a donor-recipient mode of interaction, rather than equal partnership.

The approach of self-reliance, though not explicitly mainstreamed in the main programme document has been firmly established in Kasana Luwero, especially with respect to farmers groups, which are now vibrant and independent. Grassroots farmers have democratically elected their leaders and given them specified mandates, they have formalised rules and regulations governing their internal and external conduct, they have registered at district and sub-county levels, and have opened accounts with Centenary Rural Development Bank. These can therefore be relied upon to act as pillars of sustainability.

There is too much anxiety over the dreaded eventual pull-out of the external level partner, and the issue of sustainability is mainly understood in terms of being able to carry on when the support from Caritas expires. Kasana Luwero has adopted the approach of progressively increasing the contribution of the beneficiaries to the management and supervision costs of the programme. Whereas initially the idea may have been unfavourable to a few of the beneficiaries, the review team found that it has eventually paid dividends in terms of the high sense of ownership that is exhibited by the participating communities. The fact that other dioceses are not quite keen on ensuring a local contribution to the inputs and animals encourages some dependence attitude, rather than an independent spirit of self-reliance.

## ADMINISTRATIVE: -

Structures have been created for the beneficiaries to carry out responsibilities for implementation and management but these need sustained support supervision before they can stand on their own and fully internalise the practical demands of sustaining this initiative.

There is a particular advantage in having utilised an already existing infrastructure of the church, a factor the review team thinks is responsible for the highly reduced administrative and management costs. Although this was feared to alienate participants from other denominations, we found that this was not always necessarily the case. Indeed, we found one of the village Caritas committee chairpersons in Kakooge was a Muslim who had been elected to office by an overwhelming Catholic electorate because of his character and competence.

Something has to be done to address the incentive and motivation of the staff by the management at the diocesan level to ensure the skeleton staff at the apex is full-time and highly committed to the programme. A cheap approach to building the capacity of the core staff is needed, specifically in the form of short-term courses that are relevant to the job requirements of each. At the lower level, some of the key people have hitherto served on a more or less voluntary service, with minimal recognition and appreciation of their contribution. If the programme does not have adequate resources to remunerate them on a permanent basis, then we recommend that they be paid for specific assignments.

Monitoring and supervision are still far from adequate, and the review team was of the view that not enough resources are invested into this function, especially with respect to the number of interactions between the diocese and the communities. Given that, the people at the lower levels do not have very fast means of communication such as mobile telephones to pass over urgent information (such as that on the health of animals), this may be a big setback. It is also necessary to confirm whether the periodic reports forwarded from time to time to the diocese are a true picture of the realities on the ground. In addition, it's essential to verify from the field whether the trainings which have been so heavily invested in, are being made proper and full utilisation of.

It is only in Luwero Kasana that the review team found written rules governing the inputs revolving scheme as well as formal livestock contracts between the beneficiary farmers and the Caritas office at the diocese. These reflect a very high degree of seriousness attached to the partnership, as it spells out the detailed rights and obligations of the parties at the lowest level.

The following specific recommendations are suggested:

1. Groups that are the pillar of implementing programme interventions need to be consolidated. We suggest that external exposure visits will equip the group members with practical skills especially on dry land farming and various aspects of managing rural community development programmes
2. The operationalisation of human rights and good governance approach needs to be harmonised and ensure that the community groups take a more proactive role in ensuring that services are delivered and government programmes are monitored to avoid abuse of office.
3. We suggest that information sharing at management level needs to be improved. The available resources on annual basis should be shared with the core stakeholders involved in the management of the programme.
4. Sustaining of the volunteer spirit exhibited is challenging and Caritas Kasana Luwero management should devise ways of motivating the volunteers who are working with the programme. Non-monetary ways of motivation could be explored, but this would depend on the local circumstances and opportunities existing in Kasana Luwero.

## 1.0 INTRODUCTION: Objectives and Scope

This draft report is prepared in line with the terms of reference relating to the Evaluation of the partnership programme implemented by Caritas Kasana Luwero. It sets out the findings and recommendations on the most viable way forward in enhancing their implementation. The report is to provide a basis of guiding the next implementation phase.

### 1.1 BACKGROUND

Kasana – Luweero Diocese is still the newest Diocese in Uganda that was curved from Kampala Archdiocese in 1997 due to the pastoral needs and increased demand by the Christians in this area. It is located in a financially distressed rural area its headquarters is 72 Km from Kampala and 500 metres off the Kampala – Gulu road as you branch off the main tarmac road at Kasana trading centre. It has a population of about 630,000 people. Out of this population about 189,000 people are Catholics, which is 30% of entire population sparsely populated within 2 political districts of Luweero and Nakasongola. It has a surface area of 8,539 km<sup>2</sup>. It is an area that was greatly affected by the war. The majority of the family heads are Widows (women) with a very big number of Orphans as many men were killed during the civil war of 1981-1986. In fact this was the real battlefield. To make the matters worse the area is now facing the HIV/AIDS. Caritas Kasana Luwero was established to coordinate development activities as part of the holistic approach towards development.

#### Project Location: -

The project supported by Caritas Norway is being implemented in the Catholic parishes of Kakooge and Nakasongola all located in Nakasongola civic district. Nakasongola district is inhabited predominantly by Baganda and Baruli and other migrant ethnic groups. Nakasongola experiences long spells of drought leading to frequent crop failure. Nakasongola has also a sizeable population who keep livestock.

### 1.2 Objectives of assessment

The purpose of the evaluation was to assess the project impact on the beneficiary community, make recommendations and document lessons learnt.

The scope includes an assessment based on the following: -

#### Project relevance:

- ❖ Rationale and context of the project at its inception
- ❖ Changes in project context during implementation
- ❖ Relevance of the project in relation to partner country priorities at the time of evaluation and in relation to priorities at various levels in the partner country—National, district and sub county level.
- ❖ Project relevance in relation to beneficiary needs (individual and community)
- ❖ Relevance in relation to donor/ support office priorities and Relevance of the intervention strategies employed.

#### Project Efficiency:

- ❖ Project progress compared to plans
- ❖ Costs and utilisation of resources compared to budgets and plans
- ❖ Achievement of results
- ❖ Results in relation to resource utilisation
- ❖ Adequacy of the planning processes

- ❖ Project effectiveness
- ❖ Actual or expected achievement of objectives at the time of evaluation
- ❖ Factors and processes affecting the achievement of objectives

Beneficiaries' participation/ Satisfaction:

- ❖ Participation of both primary and secondary beneficiaries in the planning, implementation and monitoring of the project activities
- ❖ Level of satisfaction of different categories of beneficiaries with the project outputs.

Project Impact:

- ❖ Local priorities, needs and demands
- ❖ Foreseen and unforeseen impacts on target groups and other affected parties
- ❖ Factors and processes which explain project impacts

Project Sustainability:

- ❖ The extent to which the project is/ will be come sustainable
- ❖ Factors affecting sustainability

Lessons Learned:

- ❖ Document operational lessons (related to the project itself)
- ❖ Document developmental lessons (related to the societal consequences of the project)

## 2.0 NAKASONGOLA DISTRICT - CONTEXT AND BACKGROUND ISSUES

Nakasongola District borders with the District of Masindi in the West and North West, Luweero in the South, Kayunga in the East, Lira in the North east and Apac in the North. It is located on latitudes 055 N 1 40'N and Longitudes 31 55E and 32 50E. It covers an area of 3424sq Km representing about 1.42% of the country's total surface area. Swamps (wetlands) and the lake occupy 321.6sq km. Over 97% of the population in the district depends on subsistence agriculture. Those engaged in commercial agriculture are just 3% of the farmers. The other population depends on small-scale trade, charcoal burning and professional jobs. Generally, the average household income is very low especially in rural areas.

INDICATOR	NAKASONGOLA SUB COUNTY	KAKOOGA SUB COUNTY	NAKASONGOLA DISTRICT	NATIONAL
Population	6,547	20,622	128,126	
Area			3424.5 sq km.	
Development Index				
Rain fall			500mm – 1000mm	
Literacy Rate			59.1%	68%
Sex ratio				95 males 100 females
Mean household size				4.7
Number of schools – Primary				
- Secondary				
Total Fertility Rate	7	7	7	6.9
Infant Mortality Rate				83/100
Maternal mortality rate				505/1000
Life Expectancy				
Number of Health units			19	
Population Doctor Ratio			1:47,000	1:
Average Distance to health unit			12kms	5kms (49%)
Clean safe water coverage			20%	61%
Safe Sanitation Coverage	63%	93%	63.1%	
<b>Administration</b>				
LC1 (Villages)			327	
Parishes			42	
Sub-counties			9	
Counties			1	
Population Density				124 persons per Sq Km

## 3.0 METHODOLOGY

The following methodology was adopted in implementing this assessment:

### 3.1 Desk study:

The consultants reviewed relevant documents and reports relating to the implementation of the Caritas Kasana Luwero PEP and Good Governance Programme. The list of documents/reports is attached in the annex.

Other sources of information were the Ministry of Local Government (MOLG), Nakasongola District Local Government and the respective sub county local governments where the programmes are being implemented (Nakasongola and Kakooge). The Ministry of Finance, Planning and Economic Development (MOFP&ED), UNDP Development Report 2002, Revised PEAP, Provisional Results of the Housing and Population Census November 2002, Uganda Poverty Status Report 2003. The district indicators on social economy and health were derived from literature that was reviewed and used for comparative analysis.

### 3.2 Preparatory Meetings

A number of meetings were held to ensure smooth implementation of this assignment. These included -

- ❖ Preliminary meetings with the Caritas Uganda staff to discuss the TOR and expected outputs
- ❖ Preliminary meeting with Caritas Kasana Luwero programme staff in the entry conference to discuss the scope of work; TOR and evaluation tools as well as sample areas to be visited.
- ❖ Meeting with programme staff (Coordinator, Agriculture Extensionists; and other programme staff)
- ❖ An exit conference was held with the core staff and committee to share preliminary findings and other concerns

### 3.3 Checklist

A checklist that was to be used in the assessment during the fieldwork was developed and it was mainly for the evaluation team who included the Consultants and extension staff and programme implementers at the diocesan headquarters.

### 3.4 Field Visits

A schedule of the sites that were to be visited was drawn and appointments made with the respective collaborators in the respective places and institutions. Observations was undertaken with gardens, and households that benefited from the revolving inputs schemes.

### 3.5 Constraints

The rains were just beginning after a long dry spell when the review team visited, and most of the grassroots' beneficiaries were very busy in their gardens. There was quite a limited interaction with them. Some of the beneficiaries reside in very remote corners of the districts and there was a logistical challenge to access them. This was also a period when several workshops and end-of-year reviews were taking place, so some of the stakeholders were committed elsewhere and could not effectively participate.



4.1 Assessment of the Project Relevance;

Introduction

The following analysis is limited to the rational and context of the project, beneficiary needs

4.2 Assessment of Rationale and Context of the project Interventions

Like in the other dioceses, the establishment of the Caritas programme in Kasana- Luwero was preceded by a comprehensive needs assessment, which was carried out by means of a baseline survey. The results of this survey were compared to the district and sub county priorities as set out in their respective 3-year development plans. Further validation and identification of the critical needs of the population was the parish planning exercise through which members of all parishes of focus re-examined the strengths, weaknesses, opportunities and threats. This resulted in specific and relevant contributions by the people to the formation of a consolidated work plan for the diocese

4.3 PROGRAMME STRATEGIES

To accomplish the aims of the programme, a 5-pronged strategy was adopted as represented in the diagram below:



All the above strategies are working very well, except that of communication and advocacy which is still very weak and will need to be given a big push in the remaining phase of the programme.

Within the above strategy, specific activities have been undertaken, categorised into 3 broad areas:

**Awareness sensitisation and mobilisation:** targeting local administrators, the communities, group dynamics and savings education, farm business education and market analysis, group-based business advisory services

**Training beneficiaries in sustainable agriculture practices:** which included doing a training needs assessment and developing manuals, training of community based extension assistants, follow-up on farm technical support, field visits and farmer competitions

**Improving accessibility to farm inputs:** focusing on farm inputs support and improvement of yields, livestock integration and increasing accessibility to water

The above strategies are working well towards the set targets, although the progress is slow on some activities such as increasing accessibility to water, which has not yet been directly implemented because its not an direct output in the programme protocol. The other observation is that Nakasongola, is an area that is predominantly cattle keeping, the main intervention would have directly concentrated on livestock improvement rather than agriculture. However, agriculture includes animal husbandry and some progress has been made on this and will need scaling up to remain relevant to the community needs. Furthermore, the programme has attended to a very critical need to re-afforestate the much-depleted environment by establishing tree planting and nursery management. A central nursery has been established at the Parish level, as well as an a demonstration of a planted forest.

#### 4.4 ASSESSMENT OF PROJECT IN RELEVANCE TO COUNTRY PRIORITIES

The Government of Uganda since 1997 has embarked on a poverty eradication programme (PEAP) as a framework to coordinate efforts by all actors. The pillar that seeks to improve the quality of life is in line with the interventions implemented by Caritas Kasana Luwero. In addition, the other policy frameworks initiated by government include:

- ❖ Programme for Modernisation of Agriculture
- ❖ National Agricultural Advisory Services
- ❖ Decentralisation policy
- ❖ Universal Primary Education
- ❖ National Strategic Framework for HIV/AIDS and Uganda AIDS Commission with recent enactment of an Orphans and Vulnerable Children Policy
- ❖ Democratisation and opening of political space through the contested Political Organisations Bill
- ❖ National Health Policy and Minimum Health Care Package

The above policy frameworks are in line with the key areas of interventions of Caritas Kasana Luwero. At district and sub county level, Poverty Action Funds set up by government of Uganda are meant to support the priority poverty areas e.g. food production, water, education and health (PHC) is a manifestation of Caritas Kasana Luwero areas of intervention are relevant and appropriate and complement government efforts at all levels. The intervention areas above are also felt and prioritised needs of the community in areas of implementation in Nakasongola district as was proved in the baseline survey undertaken in 2002 by Caritas Kasana Luwero.

#### 4.5 PROJECT RELEVANCE IN RELATION TO BENEFICIARY NEEDS (INDIVIDUAL AND COMMUNITY)

The project continued to work through the local committees using a bottom up approach to planning, implementing and monitoring of project activities.

The project prioritised the needs of the community that were identified in a participatory process by the various stakeholders through village sub parish and parish committees.

#### 4.6 PROJECT EFFICIENCY

This section assesses progress against project plans with a cost consideration for the implementation of the interventions: -

OBJECTIVES	PROGRESS MADE AT THE EVALUATION
Promote good governance, democracy and human rights	<ul style="list-style-type: none"> <li>▪ 30 CBTs recruited, trained and facilitated</li> <li>▪ 30 trainings on human rights attended by 532 women and 430 men</li> <li>▪ 30 farmers groups formed and formalised</li> <li>▪ 4 workshops on participatory planning attended by 112 men and 77 women</li> </ul>
Enhance community skills in lobbying and advocacy	<ul style="list-style-type: none"> <li>▪ 2 workshops on community engagement with councils attended by 90 men and 72 women</li> <li>▪ 2 workshops on advocacy and lobbying attended by 126 members from 14 organisations</li> </ul>
Strengthen organisational and management capacity of Caritas Kasanaensis	<ul style="list-style-type: none"> <li>▪ 2 staff training seminars organised</li> <li>▪ Caritas office furnished and equipped</li> <li>▪ CBTs facilitated with 30 bicycles</li> </ul>
Empower farmers with knowledge and skills on sustainable agriculture	<ul style="list-style-type: none"> <li>▪ 8 workshops attended by 612 women and 288 men</li> <li>▪ 2 courses in animal traction attended by 24 farmers</li> <li>▪ 3 workshops on crop husbandry attended by 400 women and 240 men from 14 groups</li> <li>▪ 1 workshop on dryland farming attended by 120 group leaders and CBTs</li> <li>▪ 2 workshops on soil and water conservation for the 30 CBTs</li> <li>▪ 2 workshops on energy conservation and agro-forestry for 42 women and 26 men</li> </ul>
Improve food security and domestic incomes	<ul style="list-style-type: none"> <li>▪ 10 % of the 900 beneficiaries now have improved incomes by 20 %</li> <li>▪ input support to farmers: 170 bags of cassava cuttings, 4,000 kg of beans, 1,800 kg of maize, 3,500 kg of groundnuts, 20 piglets and 4 ox-ploughs</li> </ul>
Improve gender equity	<ul style="list-style-type: none"> <li>▪ women participation has risen from 15% in 2001 to 43% in June 2004.</li> <li>▪ Other indicative percentages are: leadership and decision making (45%), attendance at trainings(57%), projects awarded (52%), adoption of new technologies (40%)</li> <li>▪ 20% of the men reported improved relations with their spouses</li> </ul>
Reduce transmission of HIV/AIDS	<ul style="list-style-type: none"> <li>▪ 6 awareness workshops conducted</li> <li>▪ 2 youth trained per group in counselling</li> <li>▪ home care support extended to 38 PLWAs</li> <li>▪ income generating activities accessed by 6 PLWAs</li> </ul>

#### 4.7 Assess Costs and utilisation of resources compared to budgets and plans

The project has in the phase under evaluation received funding to the tune of Uganda Shillings 766, 858, 777. The utilisation of resources given the achievements documented and verified has been efficient.

FY	ANNUAL COSTS US \$
2002	66, 690, 063
2003	339, 570, 841
2004	308, 864, 747
<b>TOTAL TO DATE</b>	<b>766, 858, 777</b>

Field findings indicate that the management of Caritas Kasan Luwero was conscious of the costs and ensured that they get value for money in whatever transaction is undertaken in relation to fulfilling the objectives of the programme. Some of the inputs were procured locally and hence maintained costs at a minimum level while not compromising quality. The use of community based trainers is cost effective because they are based in the community and hence minimised overhead costs.

#### 4.8 Resource Management

##### *Financial Resources*

The project keeps proper books of accounts, which are regularly updated. The latest audit reports show that systems and procedures over the 2-year period have been adhered to in accordance with required standards. Planning for funds was done through a participatory process (bottom up). Cash flows are prepared and these are in line with the harmonised budgets an activity facilitated by Caritas Uganda with external support from Jasper Semu and Associates. The project has a well-maintained goods store with proper systems of entry and exit of items. But in order to improve on the way resources are managed, the following needs to be done:

- More opening up of the sharing of the information available on resources to all stakeholders so that as they plan they are certain of what is feasible and what is unrealistic
- Rationalise the allocation of resources among the components so that the ones with the highest multiplier effect get more, for ease of replication.
- Allocate more resources to support supervision to reinforce the work that farmers' groups are doing.
- Procurement needs to be systematised so that the competitiveness of the potential bidders is further opened up for increased choices/options upon which management can base their decisions

*Human resources:* - The Caritas Director, Project Coordinator and the core team at the project office facilitate the implementation of all activities in the project area. These are:

Director	Masters in Development Studies
Co-ordinator	Bachelor of Science (Agriculture)
Accountant	Diploma in Business Studies,
4 Animators Community Based Trainers	Catechists trained in agriculture extension

This is a strong and committed team capable of efficiently and effectively managing the programme. However, staff deployment would require full-time as opposed to part-time engagement. This is directly associated with incentive and motivation, which in our assessment is not adequate. There was no institutionalised capacity building to improve the skills and knowledge base of the project staff. Though further training is an expensive investment

the review team would strongly recommend short-term trainings to re-tool the key aptitudes, which the staff already have. We were not able to access the employment contracts, but there was some apprehension as to the security of tenure of the staff at lower levels, which need to be addressed. The alternative to this would entail out-sourcing required personnel whenever need arises and negotiating piece-rates for the tasks and assignments that they undertake.

*Capital Assets:* The assets found at the project are listed in the table below. They are all in a working condition and are adequate for the project operations.

A table showing the Project Assets

NO.	ITEM	QUANTITY	CONDITION
	TRANSPORT		
1	Motor Vehicle	1	Good
2	Motor Cycles	4	Good
3	Bicycles	30	Good
4	Computer & Accessories	2	Sound
5	Printer	1	
6	Television set and video recorder	1	
7	Honda Generator	1	
	FURNITURE		
8	Tables	2	
9	Chairs	3	
10	Shelves	2	

#### PROJECT MANAGEMENT

Structures are in place for the proper, efficient, and sustainable management of the Caritas programme in Kasana – Luwero. There is a staff establishment at the diocese, supported by the Parish Coordination Committee, and a village coordination committee. Each of these has specialised functions spelt out clearly in writing. As alluded to already, these structures need strengthening in terms of modalities of interaction.

#### OVERALL ASSESSMENT

The project implementation of the Caritas Partnership in Kasana – Luwero is on course. A firm institutional foundation has been laid for the programme to smoothly operate, as well as consolidate and scale up the achievements, even after the expiry of the stipulated duration, if the proposals and recommendations made in this report are implemented.

#### 4.9 ASSESSMENT OF PLANNING PROCESSES

##### Organizational Learning is well established

**Findings:** Caritas Kasana Luwero has a well-established planning and communication system. The planning process begins from the Parish to the diocesan level that finally prioritises and sanctions activities to be implemented in any given year. The evaluation team was unable to verify from the minutes at parish level, but discerned very useful insights on the 4 main variables represented in the matrix below:

<p><b>PROJECT RELEVANCE</b></p> <ul style="list-style-type: none"> <li>• Most critical needs prioritised and addressed</li> <li>• Flexibility to address changes in the prioritised needs were mainstreamed</li> </ul>	<p><b>EFFECTIVENESS</b></p> <ul style="list-style-type: none"> <li>• Beneficiary coverage is adequate and mechanisms of outreach effective</li> <li>• Adoption of improved practices high due to demonstration</li> <li>• Participatory approach has harnessed the commitment and involvement of members</li> <li>• CBTs effective in outreach</li> </ul>
<p><b>EFFICIENCY</b></p> <ul style="list-style-type: none"> <li>• There was timeliness of funds and inputs though disbursement at the beginning of the programme was challenging</li> <li>• Monitoring and support supervision carried out regularly</li> <li>• Logistical support and overall resource base has been extended to support programme implementation</li> <li>• Church structures and facilities made full use of</li> </ul>	<p><b>PROJECT SUSTAINABILITY</b></p> <ul style="list-style-type: none"> <li>• Farmers groups have consolidated and duly registered by district and sub county</li> <li>• Skills and knowledge have been acquired</li> <li>• Local contribution has created sense of ownership of the programme</li> <li>• Savings mobilisation and opening accounts for farmers groups</li> <li>• Improved inputs have been accumulated as a revolving scheme</li> <li>• Linkage to lending institutions will enable access to credit</li> <li>• Community Based Trainers identified, trained and facilitated</li> <li>• Dialogue with other development partners</li> <li>• Phase out strategy needs to be drawn and implemented during the remaining period</li> </ul>

## 5.0 PROJECT IMPACT

The programme having been in existence for the last 3 years may not sufficiently prove the impacts but there are pointers towards the outcomes that can be attributable to the Caritas Kasana Luwero interventions. In terms of project changes the following case studies are human stories that talk about changes of lives of the project beneficiaries: -

- Farmer's groups have been formed, registered and operate autonomously. These can even access credit from other financial institutions and stand on their own.
- Food security has improved due to improved agriculture and introduction of drought-resistant varieties.
- More children are going to school and are now better facilitated with scholastic materials due to increased household incomes as their parents have at least an IGA where financial resources are got.
- Better animal breeds have resulted into better incomes and nutrition in homes
- Sustainable agriculture has come to be appreciated as cheaper than using agro-chemicals that are expensive and have adverse long-term consequences for the environment.
- Farmer's groups have institutionalised a culture of civic participation, helping women to build confidence and play a bigger role in decision-making at the lower level.

### **FOOD PRODUCTION AND INCOME IMPROVEMENT IN NAKASONGOLA PARISH**

Teddy Kitakule from Nakitooma before joining the Caritas group had no banana plantation. Upon joining the group she was trained in banana management and horticulture. She can harvest 3 bunches of matooke a month something that she never thought about previously. The greens she grows earn her 5,0000/= per month and yet it supplements her diet at home. Caritas has played a leading role in the change of lives in our home.

### **A CASE OF IMPROVED INCOMES IN NAKASONGOLA PARISH**

Kakoma Joseph Kyeyune a CBT in Nakasongola Town Council attested to the evaluation team that as result of working with caritas supported interventions he has improved his income greatly to support his family. He has taken on farming as a business and livestock is his major area of focus. He has sow that bore 5 piglets and sold each of the piglet at 10,000/= to earn him 50,000/= in the first quarter of 2004. He is an apiary farmer and has 23 bee hives and in the last season he harvested 2 Jerry Cans of which he earned 200,000/=. I am proud of caritas and will upkeep its ideals for others to see and emulate for the good of our area.

Overall the project has had a significant improvement in the quality of life for the beneficiary community. Below are some indicators that portray the project impact against specific categories.



i) Impact on Women and Children

- Equal treatment for the girl child, especially in regard to education. The Baruli who are predominantly pastoralists in the past did not attach value to girl child education but with more awareness, the indicators are encouraging though, achievement retention and quality still remain challenges in the education sector.
- Reduced workload, as men have come to appreciate the value of sharing all responsibilities and roles
- Increased participation of women in social, political and economic spheres. All the groups have women represented on the executive to ensure gender sensitive decisions are made.
- Improved food security and nutrition, families who in the past depended on purchase of plantain (bananas) can now harvest from their own gardens as testified in the focus group discussions held with the executive group discussions.

ii) Economic Impact

- The project contributed to the improvement of quality of life economically in a number of ways, some of which are indirect. Sell of agricultural produce from the gardens and training in entrepreneurial skills has enhanced the capacity of the beneficiaries to improve their income levels.
- Introduction and entrenchment of the important culture of saving and self reliance
- Increased incomes through identified and better-planned activities, the nuns in Nakasongola parish have generated income from the growing of tomatoes and earn 60,000/= week for a dry season period. There have 5 gardens of cassava as a food security crop that is also being sold to raise money.
- Changed attitude from subsistence to commercial in both agriculture and animal husbandry

iii) SOCIAL ENVIRONMENTAL IMPACT

- Community awareness of basic human rights has risen, leading to demanding accountability from leaders
- Improved participation of women in social and public roles
- Improved harmony in the family unit, sense of belonging to the church, and collective action to improve living conditions
- Formation and consolidation of farmers groups in the parishes: below is a summary picture of the character of some of the groups

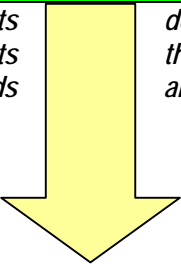
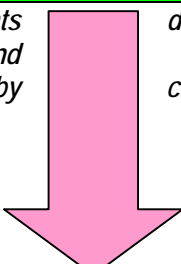
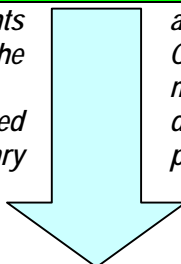
NAKASONGOLA PARISH

NAME OF GROUP	MEMBERSHIP	WOMEN IN THE EXECUTIVE	FUNDS IN BANK
Nakasongola Caritas Farmers' Group	80	2	200,000
Wabigalo Caritas Farmers' Group	42	1	300,000
Kiwongoire Caritas Farmers' Group	68	2	270,000
Sikye Caritas Farmers' Group	44	1	200, 000
Migyeeera Caritas Farmers' Group	37	2	300, 000
Kagiyo Caritas Farmers' Group	72	2	200, 000
Kyamukonda Caritas Farmers' Group			
Nakitooma Caritas Farmers' Group	47	2	200, 000
Ssasira Caritas Farmers' Group	50	3	200, 000
Mbaiye Caritas Farmers' Group	28	3	270, 000
Kikoiro Caritas Farmers' Group	100	2	200, 000
Lwampanga Caritas Farmers' Group	23	2	600, 000
Kikalaganya Caritas Farmers' Group	42	2	290, 000
Kansiira Caritas Farmers' Group			
Zengebe Caritas Farmers' Group	36	2	390, 000
Kikooge Caritas Farmers' Group	80	1	300, 000
KAKOOGI PARISH			
Maria Magdalena Kabaale Caritas Group	37 (24 women and 13 men)		
St. Joseph Kakooge Caritas Group	44 (26 men and 18 women)		
St. Balikudembe Lwanjuki Caritas Group	33 (28 women and 5 men)		
St Matthew Batuusa Caritas Group	30 (17 women and 13 men)		
St. Kizito Nansaka Caritas Group	30 (19 men and 11 women)		
St Mary Mitanzi Caritas Group	30 (24 wemen and 6 men)		
St. Jude Kyanika Caritas Group	15 (9 men and 6 women)		

All the groups in Kasana Luwero are duly registered at the district and the sub-county. They all have written constitutions and keep proper record of minutes of their meetings. However, their membership varies from the highest of 100 members, to the lowest with 15 members. We observed that the smaller the group the easier the management and control, which becomes harder as the size expands. We also observed that not all members of each of these groups are active in the affairs of the group, although very clear and strict sanctions and rules have been enshrined in their constitutions for non-compliance with the stipulated norms and standards of the group. There was also an observation that membership is highly variable because when groups have a tangible benefit the membership soars. This scenario needs to be addressed to ensure that commitment and dedication is maintained for coherence.

## 5.1 PROJECT CONSTRAINTS

Despite the achievements in by Caritas Kasana Luwero through the implementation of the PEP and good governance interventions, a number of challenges remain, and these were mentioned as: -

PROGRAMMATIC	ADMINISTRATIVE	EXTERNAL
<p><i>These constraints deal with programme related constraints that have affected the delivery of the goods</i></p>  <p><i>deal with programme that have affected the and services</i></p>	<p><i>Theses constraints deal with procedures and systems established by caritas Kasana</i></p>  <p><i>deal with systems caritas Kasana</i></p>	<p><i>These constraints are outside the control of the Caritas Kasana Luwero management but have affected delivery of services to the beneficiary population</i></p>  <p><i>are outside the Caritas Kasana management but delivery of services population</i></p>
Inadequate facilitation	Low incentive and motivation	Timely release of funds
Some inputs not suited to local needs	Under-staffing and workload	Climatic changes
Inadequate interaction and sharing between local partners	Insufficient Monitoring and supervision	Political stability
Varying membership trends depending on the benefits available	Little provision for staff capacity building	Macro-economic changes and price fluctuations
	Weak sharing of programmatic based information	Northern Uganda conflict causing displacement into Nakasongola and yet little support is provided for the IDPs

## 5.2 LESSONS LEARNT

A number of lessons have been learnt as a result of the implementation experience. Some of the lessons documented and worth noting include the following: -

1. That when community members make a significant contribution to a development initiative, their sense of ownership and commitment to its sustainability is usually high.
2. Formal rules and regulations enhance the institutionalisation of village community groups, and once these groups become consolidated, the costs of supervision by the higher management levels is significantly reduced since these groups are self-policing.
3. It's easier to expand and replicate the innovations and improved technologies if model or leading farmers are identified and supported, so that their neighbours can learn from them.
4. Development cuts across all social, economic and political divides, and that it is the interest of everyone to improve progressively. A very successful chairman of a village Caritas Committee was a Muslim.
5. Skills and knowledge are more important than material assistance, and are the strongest pillar of sustainability of development initiatives.
6. That attitude change is a slow and painful process, which needs sustained effort and patience to accomplish.

## 6.0 CONCLUSIONS

By and large the church parish structures for management of the programme interventions at community level have a strong linkage to all the sections of the programme and have contributed to the attainment of the project objectives. But this has happened in a quite challenging environment where people had fixed and conservative mind-sets, and the dryland climate makes predictability of the seasons and rains doubtful. Originally, the scope had been set as one parish, which was expanded to two parishes. Basing on the lessons, it is possible to know whether it is advantageous to restrict scope and deepen the anchorage of the programme as compared to kick-starting the project in many sites and leaving the major work to be support supervision. On weighing the pros and cons, the review team strongly recommends that the program stays in the focal areas where it is already working and refine the demonstration effect from which the surrounding areas will be able to copy and replicate.

## 7.0 RECOMMENDATIONS

These have been prioritised by timeframe (Short to medium and long term) and within each time frame, listed in order of importance and urgency.

<i>SHORT TERM</i>	<i>MEDIUM AND LONG TERM</i>
<ul style="list-style-type: none"> <li>• Undertake exposure visits and intensify interaction between the beneficiaries</li> <li>• Complete the training on components not yet finalised, particularly that of post-harvest handling</li> <li>• Expand monitoring and evaluation to include what happens after better production is implemented, i.e. marketing and utilisation of the proceeds from production</li> <li>• Institutionalise a reward system for recognising the best performing beneficiaries to encourage others to improve</li> <li>• Scale up the Good Governance component to reinforce the other components, which are relatively way ahead of it.</li> <li>• Instead of expanding to more parishes, remain where already established and consolidate these to become focal areas that can radiate the Caritas ideals and practices</li> <li>• Institute a mechanism for keeping track of the changing priorities so that programme becomes flexible and demand-driven.</li> <li>• Mainstream the HIV and AIDS in all programme activities for increased awareness, prevention and care support areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Implement capacity building strategy for project staff and beneficiary groups</li> <li>• Compile and maintain a database of resource persons, facilitators and trainers and share these with other Dioceses for consistent consultancy services</li> <li>• Improve information sharing through a local bulletin</li> <li>• Institutionalise relationships with other development actors at district and national level</li> <li>• Intensify cooperation with other Dioceses implementing the Caritas Partnership</li> <li>• Elaborate comprehensive sustainability and exit strategy</li> <li>• Establish mechanisms of supporting farmers who are affected by long spells of drought by introducing early maturing varieties and yet drought resistant.</li> </ul>





# **CARITAS UGANDA AND CARITAS NORWAY PARTNERSHIP PROGRAMME**

## **DEMOCRATISATION AND COMMUNITY CAPACITY BUILDING FOR DEVELOPMENT PROGRAMME**

### **CARITAS KOTIDO – MID-TERM EVALUATION REPORT**

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November/December 2004

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## I. LIST OF ABBREVIATIONS & ACRONYMS

AIDS	Acquired Immune Deficiency Syndrome	LC	Local Council
CAO	Chief Administrative Officer	MOFP&ED	Ministry of Finance, Planning and Economic Development
CBO	Community Based Organisation	MOLG	Ministry of Local Government
CDO	Community Development Officer	NGO	Non-Governmental Organisations
DIS	District Inspector Of Schools	PAF	Poverty Alleviation Fund
EC	European Commission	PCC	Parish Coordinating Committee
EDF	European Development Fund	PLWA	Persons Living With HIV/AIDS
EU	European Union	PSO	Private Sector Organisations
FBO	Faith Based Organisation	TOR	Terms of Reference
FGD	Focus Group Discussion	UPE	Universal Primary Education
GoU	Government of Uganda	VCT	Voluntary Counselling and Testing
HC	Health Centre	WFP	World Food Programme
HIV	Human Immuno-Deficiency Virus		
Km	Kilometre		

## **II. EXECUTIVE SUMMARY**

### **INTRODUCTION AND BACKGROUND**

This mid-term evaluation report is a result of several exercises undertaken in November 2004 to assess the project progress of the Caritas Norway supported Programme in Kotido. It is a review of how the project outcomes are affecting the beneficiary community, and covers all key aspects including project relevance, efficiency, effectiveness, impact, beneficiary satisfaction, project sustainability and lessons learnt from the implementation experience that can inform and guide the remaining phase of the programme implementation.

The evaluation results are to be used to: -

- ❖ Enable programme management and beneficiary community make any corrective measures for the next phase (2005-2007).
- ❖ Assist programme management, Caritas Uganda and Caritas Norway decide on what areas need further strengthening.

### **FINDINGS:**

The environment in which the Caritas Partnership programme is being implemented in Kotido is underpinned by two broad challenges, insecurity and protracted drought, which makes it compare unfavourably with the progress in the other partner dioceses. These notwithstanding, significant achievements have been realised on each of the components being implemented, and if the momentum is kept up, the vision, mission and objectives will be fully realised in the remaining phase of implementing the programme. In Kotido, the most outstanding contribution so far has been the Functional Adult Literacy and Alcoholism aspects of coverage, which have, to a large extent, addressed the two main barriers to realising the other objectives of the programme. We therefore recommend that in the next period of programme implementation, Caritas Kotido should proactively address the challenge of peace building, as a contribution to the realisation of democracy and human rights, since without peace, there will be no foundation for any other development initiative.

Key observations on Caritas Kotido:

- Arrangements to celebrate the Caritas day and reward the best farmer will increase publicity and make caritas more visible.
- Record keeping is quite impressive at the parish level where reviewers found detailed documentation on fieldwork, finances and general correspondence.
- Proposals to award certificates of attendance to beneficiaries who attend Caritas training workshops will contribute to further pride and motivation in Caritas involvement.
- The best example of success is a lead farmer who obtained 15 kilograms of sunflower seeds and ultimately harvested 30 bags of 100 kilograms each.
- One of the farmers groups has accumulated 2 million shillings on its account because of getting support from caritas Kotido and training in savings mobilisation.

A thematic representation of the overview findings is summarised hereunder:

PROGRAMMATIC: -

- Less interaction with the other partners due to problems in the communication infrastructure
- Insufficient resource base and logistical support
- Inadequate monitoring and supervision
- Community contribution low due to abject poverty and the way society is organised
- Farmers' groups still weak
- Capacity building for project staff given high priority

ADMINISTRATIVE: -

- Coverage still very small (2 out of the 9 parishes)
- Documentation and record keeping well-done
- Adoption of improved agricultural practices still low
- Commitment and involvement of members quite high
- Context and cost require adjustment in resources and methods
- Some inputs not suited to local conditions
- Nomadic pastoralism makes it hard to establish and consolidate institutions

The following recommendations are suggested: -

1. Programmatically Caritas Kotido should improve the efficiency, effectiveness of interventions through focussed and relevant exposure visits to widen choices and opportunities of what is possible, and how it can be applicable in the Karamoja environment.
2. Programme flexibility should characterise implementation process to allow limited changes in an environment that is full of uncertainties in terms of security and weather conditions.
3. Explore motivation possibilities to ensure that staff and volunteers sustain commitment towards the effective and efficient programme implementation.
4. The number of programme beneficiaries should be scaled up through a focussed phase out strategy
5. Improve on administrative efficiency through full computerisation of the accounts and formalise staff development.
6. Peace building and linkages of the interventions should be at the centre of the next phase of activities that need to be implemented. Whereas good governance is the focus of the partnership programme, the scenario in Karamoja calls for enhancing the peace building efforts such that democracy can get entrenched subsequently. Peace building and human rights are not mutually exclusive, therefore peace building efforts are still within the mandates of the programme protocol.
7. Engaging with local governments to promote knowledge of their functions in the community and supporting community groups to participate and influence planning processes in the respective local governments.

## 1.0 INTRODUCTION:

### Terms of Reference, Scope and Focus

This draft report is prepared in line with the terms of reference relating to the evaluation of the partnership programme implemented by Caritas Kotido. It sets out the findings and recommendations on the most viable way forward in enhancing their implementation. The report is to provide a basis of guiding the next implementation phase.

### 1.1 BACKGROUND

#### 1.2 Objectives of assessment

The purpose of the evaluation was to assess the project impact on the beneficiary community, make recommendations and document lessons learnt.

The scope includes an assessment based on the following: -

Project relevance:

- ❖ Rationale and context of the project at its inception
- ❖ Changes in project context during implementation
- ❖ Relevance of the project in relation to partner country priorities at the time of evaluation and in relation to priorities at various levels in the partner country—National, district and sub county level.
- ❖ Project relevance in relation to beneficiary needs (individual and community)
- ❖ Relevance in relation to donor/ support office priorities and Relevance of the intervention strategies employed.

Project Efficiency:

- ❖ Project progress compared to plans
- ❖ Costs and utilisation of resources compared to budgets and plans
- ❖ Achievement of results
- ❖ Results in relation to resource utilisation
- ❖ Adequacy of the planning processes
- ❖ Project effectiveness
- ❖ Actual or expected achievement of objectives at the time of evaluation
- ❖ Factors and processes affecting the achievement of objectives

Beneficiaries' participation/ Satisfaction:

- ❖ Participation of both primary and secondary beneficiaries in the planning, implementation and monitoring of the project activities
- ❖ Level of satisfaction of different categories of beneficiaries with the project outputs

Project Impact:

- ❖ Local priorities, needs and demands
- ❖ Foreseen and unforeseen impacts on target groups and other affected parties
- ❖ Factors and processes which explain project impacts

Project Sustainability:

- ❖ The extent to which the project is/ will be come sustainable
- ❖ Factors affecting sustainability

Lessons Learned:

- ❖ Document operational lessons (related to the project itself)
- ❖ Document developmental lessons (related to the societal consequences of the project)

## 2.0 DISTRICT PRIORITIES AND INDICATORS

INDICATOR	KOTIDO DISTRICT	SUB COUNTIES	
		KAABONG (Dodoth)	MORULEM (Labwor)
Population		390,416	51,958
Male to Female ratio	596,336	M49 .6: F50.4	4M7.9:F52.1
Area	13,208 Sq Km <sup>2</sup>		
Development Index			
Rain fall	300-1200mm		
Literacy Rate (Adult)	12%		
Sex ratio			
Mean household size	7		
Number of schools – Primary			
- Secondary			
Total Fertility Rate	9.5		
Infant Mortality Rate	145/1000		
Maternal mortality rate	500/100,000		
Life Expectancy			
Number of Health Facilities	51	26	11
Population Doctor Ratio	1:65,600		
Nurse patient ratio	1:4,873		
HIV/AIDS prevalence rate			
Average Distance to health unit			
Clean safe water coverage	25.5% but unevenly distributed (54)	27.6%	53%
Safe Sanitation Coverage	4.2%		
Average distance from water source of water			
School Enrolment Primary	6,389 (6-13 years)		
Number of Government aided primary schools	93		
Number of Govt aided secondary schools	3		
Pupil teacher ratio	1:60.9		
Pupil Desk ratio			
Pupil Classroom ratio	1:79		
<b>ADMINISTRATION</b>			
Number of Households	82,829	50,699	10,653
LC1 (Villages)	621		
Parishes	86		
Sub-counties	19	1	1
Town Councils	2	1	
Counties	3	1	1
Population Density	45 people per sq km		

N.B. Most of the information could not be got easily but this fact sheet can be updated.

Kotido diocese is found in Karamoja region, which is found in the extreme corner of the north-eastern part of Uganda bordering Kenya in the east and Sudan in the north. It covers 13, 208 square kilometres out of the 28, 000 square kilometres occupied by Karamoja. Kotido has a population of 245, 000 people, administratively residing in 3 counties: Dodoth in the north, Jie in the centre, and Labwor in the south. The people are mainly semi-nomadic and agro-pastoralists, and the district indicators in the table above confirm that it is a remote and marginal area in terms of development.

### DEVELOPMENT PARTNERS IN MORULEM AND KAABONG SUB COUNTIES

	KAABONG	MORULEM	KOTIDO DISTRICT
1	Caritas Kotido	ADOL	World Vision International
2	OXFAM		UNICEF
3	UNICEF		EDF/EU MPP support
4	NGO Forum		CUAMM
5	EU/EDF		SNV
6			World Food programme

The mission statement of Kotido district: is to facilitate democratic accountable and sustainable local governance through a cost effective, timely and coordinated action.

- Low urbanisation rate 2.3%
- High dependency rate 58.6% population below 15 years
- High birth rate 8 children per woman (15-45)
- 90% of the population dependent on Agriculture
- High stunting 36%

#### DISTRICT CAUSES OF FOOD SHORTAGES AND FAMINE

- Pre and post harvest losses due to poor storage and technology
- Declining soil fertility due to monoculture practice and poor agricultural practices
- Natural disasters like dry spells and diseases
- Poor roads
- A lot of traditional ceremonies
- Low coverage agricultural extension services
- Inadequate availability of water for household and livestock use
- Gender imbalance in food production (over reliance on women in food production)

#### District Priorities

- Food production
- Preventive health
- Education (Access; Quality and Equity)
- Improved water and sanitation coverage
- HIV/AIDS prevention

## **PREDOMINANT CAUSES OF POVERTY**

- Insecurity in terms of cattle rustling and killing
- Illnesses and diseases less productiveness
- Traditional ceremonies
- Unemployment
- Low incomes
- Lack of income generating activities
- Alcoholism
- Low tax base
- Poor town planning and service delivery
- Large families

## **Priority Areas of focus**

- Poor agricultural productivity
- Increases school drop out
- High mortality rate
- Soil and environmental degradation
- Low capacity in development planning
- Illiteracy among the youth and adults

## **District Strategy**

- Transformation from subsistence economy to modern economy where agents in all sectors are to participate
- Poverty eradication through modernisation and employment
- Participation of the poor in decision making processes
- Input from the CSOs is vital
- Agriculture the main livelihood means is central to breaking poverty chains
- Promotion of human rights
- Good governance and accountability
- Monitoring law and order
- Strengthen the democratic process
- Enhance bottom up planning
- Improve monitoring and mentoring low local councils
- Promote education and literacy
- Promote water and environmental sanitation
- Improve IGAs at household level

## **RELATIONSHIP WITH CARITAS KOTIDO INTERVENTIONS**

*From the district priorities and challenges, Caritas Kotido programme interventions are related and it complements the efforts of the district and sub county local governments. It is interesting to note that the challenges are known and have been rightly identified but little efforts have been made to comprehensively address them. Therefore, Caritas Kotido interventions are relevant, appropriate and responding to the community needs. This complementarity role needs to be scaled up and institutionalised to ensure that joint planning and sharing of information is enhanced.*

## **STRATEGIC OBJECTIVES**

- To identify and collect revenue from the alternative sources to improve service delivery
- To contribute to sustainable growth and modernisation of agriculture
- To improve the skills of the labour force
- To increase access to basic education from 55% to 75%
- To provide access to health services
- To increase accessibility to water for livestock, safe water and sanitation for human
- To promote democratic and accountability population
- To improve gender relations at community and organisational levels
- To promote safe and healthy utilisation of the environment so as to enhance sustainable development



## 3.0 METHODOLOGY

The following methodology was adopted in implementing this assessment:

### 3.1 Desk study:

The consultants reviewed relevant documents and reports relating to the implementation of the Caritas Kotido Programme. The list of documents/reports is attached in the annex.

Other sources of information were the Ministry of Local Government (MOLG), Kotido District Local Government and the respective sub county local governments where the programmes are being implemented (Morulem and Kaabong). The Ministry of Finance, Planning and Economic Development (MOFP&ED), UNDP Development Report 2002, Revised PEAP, Provisional Results of the Housing and Population Census November 2002, Uganda Poverty Status Report 2003. The district indicators on social economy and health were derived from literature that was reviewed and used for comparative analysis.

### 3.2 Preparatory Meetings

A number of meetings were held to ensure smooth implementation of this assignment. These included -

- ❖ Preliminary meetings with the Caritas Uganda staff to discuss the TOR and expected outputs
- ❖ Preliminary meeting with Caritas Kotido programme staff in the entry conference to discuss the scope of work; TOR and evaluation tools as well as sample areas to be visited.
- ❖ Meeting with programme staff (Coordinator, Agriculture Extensionists; and other programme staff - supervisor and accountant)
- ❖ A debriefing session to share preliminary findings with core staff at Kotido Caritas offices

### 3.3 Checklist

A checklist that was to be used in the assessment during the fieldwork was developed and it was mainly for the evaluation team who included the Consultants and extension staff and programme implementers at the diocesan headquarters.

### 3.4 Field Visits

A schedule of the sites to be visited was drawn and appointments made with the respective collaborators in the respective places and institutions. Observations were undertaken with gardens, and households that benefited from the revolving inputs schemes. After field visit, the consultants returned to Kampala to compile, analyse information gathered and write this report.

### 3.5 Constraints

The planned time was not adequate to fully interact with the beneficiaries of the programme, given the distances that separate the two-implementation areas. Another constraint was related to the end of year a period when many activities are taking place, and so the availability of the respondents was not as easy as originally assumed. In addition, there was the government programme of disarmament, which created a high sense of suspicion of all strangers from outside Karamoja. However, the evaluation team was able to collect the basic information required for the review exercise.

4.1 Assessment of the Project Relevance;

Introduction

The following analysis is limited to the rationale and context of the project, beneficiary needs

4.2 Assessment of Rationale and Context of the project Interventions

Like in the other dioceses, the establishment of the Caritas programme in Kotido was preceded by a comprehensive needs assessment, which was carried out by means of a baseline survey. The results of this survey were compared to the district and sub county priorities as set out in their respective 3-year development plans. Further validation and identification of the critical needs of the population was the strategic planning exercise through which members of all parishes re-examined the strengths, weaknesses, opportunities and threats. This resulted in specific and relevant contributions by the people to the formation of a consolidated work plan for the diocese. It was through these exercises that the issue of illiteracy and alcoholism were identified as real barriers to development, which ought to be addressed to create an environment conducive to other development activities.

4.3 PROGRAMME STRATEGIES



The first three of the above strategies are working very well, but that of communication and advocacy and counterpart funding still lag far behind. Since they are critical to the sustainability of the programme, they need special attention in the second phase of the programme.

#### **4.4 ASSESSMENT OF PROJECT IN RELEVANCE TO COUNTRY PRIORITIES**

The Government of Uganda since 1997 has embarked on a poverty eradication programme (PEAP) as a framework to coordinate efforts by all actors. The pillar that seeks to improve the quality of life is in line with the interventions implemented by Caritas Kotido. In addition, the other policy frameworks initiated by government include: -

- ❖ Programme for Modernisation of Agriculture
- ❖ National Agricultural Advisory Services
- ❖ Decentralisation policy
- ❖ Universal Primary Education
- ❖ National Strategic Framework for HIV/AIDS and Uganda AIDS Commission with recent enactment of an Orphans and Vulnerable Children Policy
- ❖ Democratisation and opening of political space through the contested Political Organisations Bill
- ❖ National Health Policy and Minimum Health Care Package

The above policy frameworks are in line with the key areas of interventions of Caritas Kotido. At district and sub county level, Poverty Action Funds set up by government of Uganda are meant to support the priority poverty areas e.g. food production, water, education and health (PHC) which is a manifestation of how Caritas Kotido areas of intervention are relevant and appropriate and complement efforts of government at all levels. The intervention areas above are also felt and prioritised needs of the community in areas of implementation as proven in the baseline survey undertaken by Caritas Kotido.

#### 4.5 PROJECT RELEVANCE IN RELATION TO BENEFICIARY NEEDS (INDIVIDUAL AND COMMUNITY)

The project continued to work through the local committees using a bottom up approach to planning, implementing and monitoring of project activities.

The project prioritised the needs of the community that were identified in a participatory process by the various stakeholders through village sub parish and parish committees.

#### 4.6 PROJECT EFFICIENCY

This section assesses progress against project plans with a cost consideration for the implementation of the interventions: -

#### OBJECTIVE ACHIEVEMENT MATRIX FOR CARITAS KOTIDO INTEGRATED DEVELOPMENT PROGRAMME

NO	OBJECTIVE	TARGET/OUTPUT	ACTUAL ACHIEVEMENTS	COMMENTS
1	Democracy and Good Governance	<ul style="list-style-type: none"> <li>• Leaders</li> <li>• organised groups</li> <li>• civil servants</li> <li>• youth</li> <li>• FAL learners</li> </ul>	<ul style="list-style-type: none"> <li>• 4 workshops organised</li> <li>• 39 women's groups forwarded for registration with the district</li> <li>• 14 FAL instructors recruited, trained and facilitated</li> <li>• 1300 learners registered</li> </ul>	<ul style="list-style-type: none"> <li>• participants ask for allowances especially civil servants</li> <li>• incentives to learners hard up</li> </ul>
2	Food Security	<ul style="list-style-type: none"> <li>• Lead farmers</li> <li>• Organised groups</li> <li>• Families</li> <li>• institutions</li> </ul>	<ul style="list-style-type: none"> <li>• 50 exotic goats given to lead farmers</li> <li>• improved seeds given to communities</li> <li>• 4 workshops on agricultural practices held</li> <li>• 5 villages supported with oxen to ease labour</li> <li>• 2 supply centres established</li> </ul>	<ul style="list-style-type: none"> <li>• coverage still small</li> <li>• demand for inputs too high</li> <li>• weather still erratic</li> <li>• insecurity still rife</li> </ul>
3	HIV and AIDS	<ul style="list-style-type: none"> <li>• sexually active age brackets</li> <li>• youth in and out of school</li> <li>• PLWAS</li> <li>• Leaders</li> </ul>	<ul style="list-style-type: none"> <li>• testimony of 70 PLWAs in Morulem</li> <li>• 380 youth leaders sensitised</li> <li>• 4 workshops organised</li> </ul>	<ul style="list-style-type: none"> <li>• stigmatisation still a problem</li> <li>• provision of anti-retroviral still inadequate and inaccessible</li> </ul>
4	Income Generating Activities and Micro enterprises	<ul style="list-style-type: none"> <li>• organised groups</li> <li>• associations</li> <li>• farmers</li> <li>• businessmen/women</li> </ul>	<ul style="list-style-type: none"> <li>• Shillings 20,000,000 given to communities to fund agriculture, timber works, piggery, rabbit keeping, poultry, brewing, agro-forestry and petty trade</li> </ul>	<ul style="list-style-type: none"> <li>• Amount available was not enough</li> <li>• Business discipline still lacking</li> <li>• Repayments difficult in event of losses</li> </ul>

#### 4.7 Assess Costs and utilisation of resources compared to budgets and plans

The project has in the phase under evaluation received funding to the tune of Uganda Shillings 766, 858, 777. The utilisation of resources given the achievements documented and verified has been efficient.

<b>FY</b>	<b>ANNUAL COSTS US \$</b>
2002	66, 690, 063
2003	339, 570, 841
2004	308, 864, 747
<b>TOTAL TO DATE</b>	<b>766, 858, 777</b>

#### 4.8 Resource Management

##### *Financial Resources*

The project keeps proper books of accounts (Cash Book, Analysis Book and Vote Book), which are regularly updated. The latest audit reports show that systems and procedures over the 2-year period have been adhered to in accordance with required standards. Planning for funds was done through a participatory process (bottom up). Cash flows are prepared and these are in line with budget lines and with approval from Caritas Uganda. The project has a well-maintained goods store with proper systems of entry and exit of items. The following, however, need to be given due attention in the future:

- Matching the objectives to the funds available will avoid over-ambitious ventures that are not sustainable
- Financial openness needs to be widened so that all stakeholders know what is available and plan within this
- There is need to rationalise the allocation of money among the programme components so that some are not disadvantaged at the cost of others

*Human resources;* - The Project Coordinator and the core team at the project office facilitate the implementation of all activities in the project area. These are:

Director	Masters in Development Studies
Project Supervisor	Diploma in Administration and management (pursuing degree in Business Administration)
Accountant	Higher Diploma in Marketing
4 Animators	Catechists trained in agriculture extension

A point of strength is the fact that the key staffs of the project were already employed with the diocese, and were just transferred to the programme. This meant they did not require very elaborate induction, since they were already aware of the set-up and system of the diocese. Due priority has been given to capacity building, with the Project supervisor and Accountant pursuing further training with support from Caritas. Such training, in addition to improving their competence, serves as motivation and incentive to them. The challenge will be retaining them after completion of their courses, as the temptation will be strong to look beyond for greener pastures.

Ultimately, the recruitment of personnel to the programme needs to be systematised, by the Kotido Diocese as part of developing a comprehensive personnel policy that can benefit other departments.

*Capital Assets:* The assets found at the project are listed in the table below. They are all in a sound working condition. However, there was a need expressed for two more lap-top computers and a second vehicle for the programme. The review team thinks that an additional desktop computer and an additional

vehicle are essential for optimal effectiveness and efficiency but will depend on the resource envelope available in the budgetary provisions that have been already drawn and harmonised jointly with support from external resource persons (Jasper Semu and Associates) an audit firm working with the members of the partnership.

A table showing the Project Assets

NO.	ITEM	QUANTITY	CONDITION
	TRANSPORT		
1	Motor Vehicle	1	Good
2	Motor Cycles	4	Good
3	Bicycles	30	Good
4	Computer & Accessories	2	Sound
5	Printer	1	
6	Television set and video recorder	1	
9	Honda Generator	1	
	FURNITURE		
10	Tables	2	
11	Chairs	3	
12	Shelves	2	

#### PROJECT MANAGEMENT

Structures are in place for the proper, efficient, and sustainable management of the Caritas programme in Kotido. We suggest that these structures need strengthening. We have shown above the human resource capacity at the Caritas Kotido. These are reinforced by 2 parish committees, each comprising of 10 members, 3 women and 7 men who meet quarterly to review progress and map out the next work plan. They are responsible for organising the trainings, monitoring and supervision, distribution of inputs and co-ordination between the villages and the diocese.

#### OVERALL ASSESSMENT

The project implementation of the Caritas Partnership in Kotido is on course. A firm institutional foundation has been laid for the programme to smoothly operate, as well as consolidate and scale up the achievements, even after the expiry of the stipulated duration. However, the vast distances between the programme areas of focus pose a serious challenge in terms of supervision and monitoring.

## 4.9 ASSESSMENT OF PLANNING PROCESSES

Caritas Kotido has a well-established planning and communication system. The planning process begins from the Parish to the diocesan level that finally prioritises and sanctions activities to be implemented in any given year. The evaluation team was unable to verify how the planning is undertaken but relied on the verbal testimonies and minutes at parish level.

The parameters used for assessing programme interventions are summarised below to draw certain specific ratings on key aspects:

<p><b>PROJECT RELEVANCE</b></p> <ul style="list-style-type: none"> <li>• Most critical needs prioritised and addressed</li> <li>• Some inputs not suited to local conditions</li> <li>• Flexibility needs to be exercised to keep abreast of changing local realities</li> <li>• Baseline survey undertaken and confirms that programme interventions respond to the community needs.</li> <li>• Programme interventions are in harmony with the national and district policy frameworks are</li> </ul>	<p><b>EFFECTIVENESS</b></p> <ul style="list-style-type: none"> <li>• Beneficiary coverage still small but inputs have been delivered on time</li> <li>• Adoption of improved practises still low though farmers have been reached</li> <li>• Participatory approach has harnessed the commitment and involvement of members</li> <li>• The context and cost differentials make it necessary to give more resources for Caritas Kotido</li> <li>• The staff are qualified and playing a critical role in facilitating the achievements of the objectives of the programme</li> </ul>
<p><b>EFFICIENCY</b></p> <ul style="list-style-type: none"> <li>• Timeliness of funds and inputs still a challenge but the programme has devised means of overcoming this challenge</li> <li>• There efforts to undertake monitoring and support supervision but its still inadequate</li> <li>• Logistical support and overall resource base available but still insufficient</li> <li>• Church structures and facilities made full use of</li> </ul>	<p><b>PROJECT SUSTAINABILITY</b></p> <ul style="list-style-type: none"> <li>• Farmers groups have consolidated and duly registered by district and sub county</li> <li>• Skills and knowledge have been acquired</li> <li>• Local contribution has created sense of ownership of the programme</li> <li>• Savings mobilisation and opening accounts for farmers groups</li> <li>• Improved inputs have been accumulated as a revolving scheme</li> <li>• Linkage to lending institutions will enable access to credit</li> <li>• Community Based Trainers identified, trained and facilitated</li> <li>• Dialogue with other development partners</li> </ul>



In terms of sustainability, there are still serious challenges of how to sustain the benefits of the development interventions supported by Caritas Norway. The fluid security situation and frequent drought situation that undermines continuity of the benefits. Kaabong area was cut off for a period of 3 -4 months due to insecurity, that prevailed along the roads between Kotido and Kaabong. By the time of the evaluation, the bridge linking Kaabong town and Kidepo- Karenga road had been washed off by the floods and had not been repaired. Access therefore becomes a serious challenge. This can be seen in the photograph. These are some of the challenges that have to be dealt with while addressing the sustainability issues and other implementation modalities.

## 5.0 PROJECT IMPACT

The programme having been in existence for the last 3 years may not sufficiently prove the impacts but there are pointers towards the outcomes that can be attributable to the Caritas Kotido interventions. In terms of project changes the following case studies are human stories that talk about changes of lives of the project beneficiaries: -

Below, we have proxy indicators of achievement in Morulem Parish from the testimony of the beneficiaries and a synopsis of the constraints and challenges in Kaabong Parish from the field staff:

### MORULEM PARISH

- **"At 34 years I had stopped dreaming of ever being able to read and write untill Caritas came" Cecilia Oguta**
- **"We used to travel 100 kms to Kotido town to buy seeds at a high cost, but now Caritas has improved the affordability and accessibility to seeds" Lucy Aciel, 40 years**
- **"We used funds accumulated by our farmers group to pay for the treatment of one member who would not have afforded the cost"**
- **"As a result of the HIV awareness campaign, 210 people have voluntarily tested in the last 2 months" Clinical officer, Morulem**
- **"Because of Functional Adult Literacy and gender training, I now value the education of the girl child and have sent all my girls to school" Lady participant, community meeting**

### KAABONG PARISH

- **Functional adult literacy has enabled some of us who missed the opportunity to go to school to learn how to read and use the knowledge acquired to improve our business said Christine a beneficiary of the FAL lessons in Kaabong town council.**
- **The hybrid goats can be kept and grow faster and soon I will be able to sell the offsprings at a higher price as compared to the local breeds though costs on treatment are high said Longole a beneficiary of the exotic goat**
- **Despite the insecurity, we were to cultivate some food stuffs and we have enough food that take us to mid way the next season. However, insecurity denied us from accessing to fertile arable land**

Overall the project has had a significant improvement in the quality of life for the beneficiary community. Below are some indicators that portray the project impact against specific categories.

#### i) Impact on Women and Children

These statements are based on qualitative evidence from the focus group discussions that were held with the programme beneficiaries in all the programme sites in Kotido

- Equal treatment for the girl child, especially in regard to education especially in Morulem area where education was rated very highly.
- Reduced workload, as men have come to appreciate the value of sharing all responsibilities and roles due to gender awareness intervention.
- Increased participation of women in social, political and economic spheres as could be seen from the positions held by women in the groups
- Improved food security and nutrition in homes where agricultural inputs were received



## ii) Economic Impact

The project contributed to the improvement of quality of life economically in a number of ways, some of which are indirect.

- Introduction and entrenchment of the important culture of saving and self-reliance with the small initiatives started under the parishes. Morulem programme area is making efforts under this component.
- Increased incomes through identified and better planned activities
- Changed attitude from subsistence to commercial in both agriculture and animal husbandry though this is on a limited basis but its evident and those caritas families are increasing in the villages
- Expanded knowledge and skill base on part of those who have benefited from the training sessions and are able to put it into practice.

## iii) SOCIAL ENVIRONMENTAL IMPACT



The Parish Coordinating Committee of Kaabong

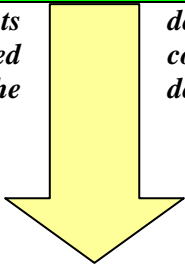
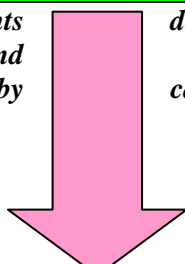
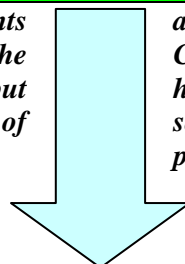
### QUALITY OF LIFE OF THE PLWAs

These apply to Morulem area were the HIV and AIDS activities have been taking place.

- Income generating activities extended to PLWAs (piggery, poultry and small businesses)
- Home care support in terms of medical assistance and food

## 5.1 PROJECT CONSTRAINTS

Despite the achievements in by Caritas Kotido through the implementation of the PEP and good governance interventions, a number of challenges remain, and these were mentioned as: -

PROGRAMMATIC	ADMINISTRATIVE	EXTERNAL
<p><i>These constraints programme related have affected the and services</i></p>  <p><i>deal with constraints that delivery of the goods</i></p>	<p><i>Theses constraints procedures and established by</i></p>  <p><i>deal with systems caritas Kotido</i></p>	<p><i>These constraints are outside the Caritas Kotido have affected services to the population</i></p>  <p><i>control of the management but delivery of beneficiary</i></p>
Inadequate facilitation	Low incentive and motivation	Insecurity
Some inputs not suited to local needs	Under-staffing and workload	Persistent drought
Inadequate interaction and sharing between partners	Insufficient Monitoring and supervision	Macro-economic changes and price fluctuations
Community contribution very low which affects the sense of ownership and sustainability	Little provision for staff capacity building	
Co-ordination of the key actors at the lower levels(field and parish) is still weak	Groups formed are still very weak and cannot operate autonomously	
Late disbursement of funds, which caused hitches but has been dealt with.	Non-inclusion of other partners to complement Caritas support	
	No codified financial guidelines	

## **5.2 LESSONS LEARNT**

A number of lessons have been learnt because of the implementation experience. Some of the lessons documented and worth noting include the following:

1. Communities in Karamoja need very close follow-up so that they do not relapse into the previous conditions.
2. Investment in big technologies does not yield results readily, but appropriate technology pays, particularly in areas of water conservation.
3. Introduction of crop varieties and animal breeds needs to be carefully considered to ensure they are suited to the local environment
4. The land tenure system in Karamoja, where fields are located far away from homes, makes disease and pest control difficult

## **5.3 PARTNERSHIP DYNAMICS**

Caritas Kotido is grateful to the partnership model and perceives it as a strength. In terms of meeting its roles and responsibilities, Caritas Kotido has managed under the difficult circumstances managed to meet them. The support from the partnership arrangement has enabled Caritas Kotido to profile itself as a credible organisation. The credibility has enabled Caritas Kotido to chair district NGO Forum and access other resources from within and without the district.

However, Caritas Kotido has been disadvantaged in terms of sharing experiences with other partners due to limited access to ICT services.

The support from the national office and other members in the partnership has been forthcoming but field visits have been hampered by the insecure roads. Caritas MADDO has supported Caritas Kotido through support supervision and experience sharing.

The evaluation team recommends that the partnership arrangement is working well as can be seen from the board meeting minutes which are well documented and shared by all. However, at parish level, the partnership is less visible and beneficiaries perceive the interventions of Caritas Kotido as a project that is being implemented and will phase out and therefore benefits must be maximised.

## 6.0 CONCLUSIONS

The environment and context in Karamoja impacts greatly on the progress of implementation of the Caritas interventions, making it necessary to adjust and alter the operational modalities. Rampant insecurity underlined by cattle raids, road thuggery and senseless killings adversely affect progress. Indeed a plough has already been stolen in Morulem. The topography and terrain is quite challenging, and the distances to be covered make support supervision and monitoring not feasible at close intervals. Furthermore, the good governance and democracy component would best invest in peace building in Karamoja, rather than human rights, since it is upon this that the success of the other components critically, and delicately, depends. The context and cost differentials make it necessary to give relatively more resources to Caritas Kotido.

## 7.0 RECOMMENDATIONS

These have been prioritised by timeframe (Short to medium and long term) and within each time frame, listed in order of importance and urgency.

<i>SHORT TERM</i>	<i>MEDIUM AND LONG TERM</i>
<ul style="list-style-type: none"> <li>• <b>Sharing experiences through exposure visits needs to be scaled up</b></li> <li>• <b>Manuals documenting the procedures and practices need to be compiled</b></li> <li>• <b>Increase the intensity of communication between the partners</b></li> <li>• <b>Expand beneficiary coverage through focused targeting and phase strategy</b></li> <li>• <b>Expand coverage to administrative county instead of Church Parish to tap other resources especially the district and sub county local governments</b></li> <li>• <b>Keep track of changing realities in the implementation sites and adjust interventions accordingly</b></li> <li>• <b>Motivation and incentive of Caritas committees in the villages need to be instituted to recognise their contribution to the project implementation so far.</b></li> <li>• <b>More short-term courses are needed to improve capacities of project staff</b></li> <li>• <b>Full computerisation of accounts will streamline finances and alleviate workload</b></li> <li>• <b>Consolidate the integration of peace building efforts in the programme and work closely with partners like KOPEIN and Justice &amp; Peace of the diocese to contribute to building an enabling environment for development</b></li> </ul>	<ul style="list-style-type: none"> <li>• The linkage between the various components needs to be tied-up so that they reinforce each other and do not stand independently</li> <li>• Harmonise implementation schedule (time-table)so that progress can be compared across all partners</li> <li>• Review the risks and threats that impinge on the smooth implementation</li> <li>• Too many trainings have been done, so an assessment of the impact of these trainings needs to be done</li> <li>• The CBOs and groups that have been formed and are being supported under the partnership arrangement need to be strengthened to become self-propelling to guarantee sustainability at expiry of the programme</li> <li>• Design a comprehensive and gradual exit strategy</li> <li>• Strengthen local civil organisations and support their institutional growth of the CBOs and small groups of the poor by enabling them be legal entities and put in place and sustain basic internal governing structures which are essential to the realisation of their objectives.</li> <li>• Engaging with local governments to promote knowledge of their functions in the community and supporting community groups to participate and influence planning processes.</li> </ul>





CARITAS UGANDA AND CARITAS NORWAY PARTNERSHIP PROGRAMME  
**HOSEAP AND GOOD GOVERNANCE PROGRAMME**

CARITAS MADDO  
MID-TERM EVALUATION REPORT

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November-December 2004

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## I. LIST OF ABBREVIATIONS & ACRONYMS

ACFODE	Action for Development
AIDS	Acquired Immune Deficiency Syndrome
CAO	Chief Administrative Officer
CBO	Community Based Organisation
CC	Community Counsellors
CHW	Community Health Worker
CDO	Community Development Officer
FBO	Faith Based Organisation
FGD	Focus Group Discussion
HC	Health Centre
HDI	Human Development Index
HIV	Human Immuno-Deficiency Virus
HOSEAP	household Support for eradication of Absolute Poverty
Km	Kilometre
LC	Local Council
LGDF	Local Government Development Fund
MOFP&ED	Ministry of Finance, Planning and Economic Development
MOLG	Ministry of Local Government
NGO	Non-Governmental Organisations
PAF	Poverty Alleviation Fund
PCC	Parish Coordinating Committee
PEAP	Poverty Eradication Action Programme
TOR	Terms of Reference
UNICEF	United Nations International Children's Fund
UPE	Universal Primary Education



## II. EXECUTIVE SUMMARY

### Introduction and Background

This section gives the background to the consultancy and the overall objective of HOSEAP and Good Governance, Caritas Norway supported Programme. The purpose of the evaluation was to assess the project impact on the beneficiary community, make recommendations and document lessons learnt. In order to assess project progress up to date, independent consultants were contracted with the assistance of the local team to undertake the assessment.

The assessment was centred on project relevance, efficiency, effectiveness, impact, beneficiary satisfaction, project sustainability and lessons learnt from the implementation experience to inform future phase of the HOSEAP and Good Governance programme. The evaluation results are to be used to:

- ❖ Enable project management and beneficiary community make any corrective measures for the next phase (2005-2007).
- ❖ Assist project management, Caritas Uganda and Caritas Norway decide on what areas need further strengthening.

### HOSEAP and Good Governance Programme – Caritas MADDO

This part of the report describes the geographical location and the attributes of Masaka Catholic Diocese and the other districts where the programme is being implemented. A background to Caritas Uganda, Caritas Norway and Caritas MADDO partnership programme in Uganda precede the main body of the report.

### Assessment Methods

The methods used were both qualitative and quantitative; consisting but not limited to; desk study, meetings, field visits, observation, survey questionnaires, checklist verification, and brainstorming sessions with key stakeholders. The constraints have been highlighted in this part of the report.

### FINDINGS:

The programme interventions were found to be relevant to the needs of the community, national and district priorities and HOSEAP and Good Governance programme complements government interventions. HOSEAP in its implementation of the programmes has tried to be cost effective and prudent with the use of resources allocated for the use in supporting the vulnerable and poor in the areas where the programme is being implemented.

The team of evaluators was unable to establish programme impacts that were attributable to the interventions; however, they are outcomes that point towards changes in lives of the programme beneficiaries. The programme has created an impact on the women and children in terms of ensuring adequate food is available for the poorer households and increased the participation of the community members in civic affairs.

A number of lessons have been learnt as a result of the implementation experience. Some of the lessons documented and worth noting include democratic decision making is essential for quality management; capacity enhancement improves management and continuity of community interventions; representation of

all gender in management ensures active participation of all stakeholders; networking and collaboration improves targeting interventions that benefit the community.

Recommendations have been made to include programmatic and administrative suggestions that may be considered by management of Caritas MADDU, Caritas Uganda and Caritas Norway: -

PROGRAMMATIC: -

- ❖ Strengthen Parish Caritas structures to implement interventions through improved management; documentation and organisational learning
- ❖ Good governance programme needs sustained creation of awareness about human rights to ensure that rights holders can claim them while duty bearers are called upon to deliver the services and goods.
- ❖ Develop area specific interventions due to the specific needs for example in Kalangala
- ❖ Organise a workshop for stakeholders to understand the concept of sustainability

ADMINISTRATIVE: -

- ❖ Extend the partnership period to cater for the consolidation phase
- ❖ Volunteer policy needs to be developed and ways of motivating volunteers need to be explored

## 1.0 INTRODUCTION:

This draft report is prepared in line with the terms of reference relating to the evaluation of the partnership programme implemented by Caritas MADDO. It sets out the findings and recommendations on the most viable way forward in enhancing their implementation. The report is to provide a basis of guiding the next implementation phase.

### 1.1 BACKGROUND

Masaka Diocese is composed of five commissions of which Caritas MADDO takes charge of development. It offers social services as well as stimulating and creating and directing sustainable development in the diocese by intervening in areas such as; health, poverty income, food security etc. The vision of Caritas MADDO is that of being owners of leading agencies in development within and outside the diocese with pro people service delivery focus approach that will impact positively on the population's way of life.

HOSEAP/Good governance programme that was designed by Caritas MADDO to improve the living standards of 6,000 resource poor small scale farmers households to increase their income levels, livelihood and enhance their participation in the democratisation process over the 3 year period. The HOSEAP and Good Governance Programme is supported under the Caritas Norway partnership arrangement and has the following components:

- ☞ Sustainable agriculture
- ☞ Gender related policy development
- ☞ Democratisation processes and enhancing participation of the target community in the process

The implementation of the HOSEAP/Good Governance programme has been on for the last 2 years and mid way, a mid term evaluation was planned and envisaged. A team was contracted to undertake the evaluation exercise with participation of the local staff of Caritas MADDO.

### 1.2 Objectives of assessment

The purpose of the evaluation was to assess the programme impact on the beneficiary community, make recommendations and document lessons learnt.

The scope includes an assessment based on the following: -

Project relevance:

- ❖ Rationale and context of the project at its inception
- ❖ Changes in project context during implementation
- ❖ Relevance of the project in relation to partner country priorities at the time of evaluation and in relation to priorities at various levels in the partner country—National, district and sub county level.

- ❖ Project relevance in relation to beneficiary needs (individual and community)
- ❖ Relevance in relation to donor/ support office priorities and Relevance of the intervention strategies employed.

Project Efficiency:

- ❖ Project progress compared to plans
- ❖ Costs and utilisation of resources compared to budgets and plans
- ❖ Achievement of results
- ❖ Results in relation to resource utilisation
- ❖ Adequacy of the planning processes
- ❖ Project effectiveness
- ❖ Actual or expected achievement of objectives at the time of evaluation
- ❖ Factors and processes affecting the achievement of objectives

Beneficiaries' participation/ Satisfaction:

- ❖ Participation of both primary and secondary beneficiaries in the planning, implementation and monitoring of the project activities
- ❖ Level of satisfaction of different categories of beneficiaries with the project outputs

Project Impact:

- ❖ Local priorities, needs and demands
- ❖ Foreseen and unforeseen impacts on target groups and other affected parties
- ❖ Foreseen and unforeseen impacts at the institutional level
- ❖ Factors and processes which explain project impacts

Project Sustainability:

- ❖ The extent to which the project is/ will be come sustainable
- ❖ Factors affecting sustainability

Lessons Learned:

- ❖ Document operational lessons (related to the project itself)
- ❖ Document developmental lessons (related to the societal consequences of the project)

## 2.0 DISTRICT BASIC INDICATORS

INDICATOR	MASAKA	SEMBABULE	KALANGALA	RAKAI
Population	838,736	44,039	16,371	517,394
Area	10,611 sq.km	2,324 sq.km	5,716 Sq.Km	4,973
Development Index				
Rain fall	1100mm-1200mm	625-875mm/ annum	2,193mm per annum	
Literacy Rate				55 F
Sex ratio				
Mean household size	4.3		15	
Number of schools – Primary	347		1	262
- Secondary	58			23
Total Fertility Rate				
Infant Mortality Rate	500/1,000			119/1000
Maternal mortality rate	506/100,000			98/1000
Life Expectancy				
Number of Health units	73	6	4	46
Population Doctor Ratio				1:39,958
Average Distance to health unit	49% within 5 kms			
Clean safe water coverage	37.4%			34%
Safe Sanitation Coverage	68%			
<b>Administration</b>				
LC1 (Villages)	1334			
Parishes	126			111
Sub-counties	21		6	23
Counties	6	2	2	4
Population Density	248			

The major economic activities in the region are subsistence crop production, which yield very low household income. Food crops include; sweet potatoes, beans, cassava, maize, bananas, groundnuts, sorghum. Cash crops include; Coffee and bananas, Fruit and Vegetables include; Tomatoes, Onions and cabbages

The industries in the district are; only small cottage industries are operating fabricating tools and other instruments for local home use. Manufacture of jaggery, foot wear, furniture, printing, brick making, stone quarrying, processing of coffee, tea and bakeries are the main form of industries found in four districts that Masaka Diocese encompasses.

## 3.0 METHODOLOGY

The following methodology was adopted in implementing this assessment:

### 3.1 Desk study:

The consultants reviewed relevant documents and reports relating to the implementation of the Caritas MADDO HOSEAP and Good Governance Programme. The list of documents/reports is attached as annex

Other sources of information were the Ministry of Local Government (MOLG), Masaka, Sembabule, Rakai and Kalangala District Local Government and the respective sub county local governments where the programmes are being implemented. The Ministry of Finance, Planning and Economic Development (MOFP&ED), UNDP Development Report 2002, Revised PEAP, Provisional Results of the Housing and Population Census November 2002, Uganda Poverty Status Report 2003. The district indicators on social economy and health were derived from literature that was reviewed and used for comparative analysis.

### 3.2 Preparatory Meetings

A number of meetings were held to ensure smooth implementation of this assignment. These included -

- ❖ Preliminary meetings with the Caritas Uganda staff to discuss the TOR and expected outputs
- ❖ Preliminary meeting with Caritas MADDO programme staff in the entry conference to discuss the scope of work; TOR and evaluation tools as well as sample areas to be visited.
- ❖ Meeting with programme staff (Coordinator, Agriculture Extensionist; project officer, and other programme implementers)
- ❖ An exit conference to share preliminary findings with core staff

### 3.3 Checklist

A checklist that was to be used in the assessment during the fieldwork was developed and it was mainly for the evaluation team who included the Consultants and extension staff and programme implementers at the diocesan headquarters.

### 3.4 Field Visits

A schedule of the sites to be visited was drawn and appointments made with the respective collaborators in the respective places and institutions. Observations were done with gardens, and households that benefited from the revolving inputs schemes. After fieldwork, the consultants returned to Kampala to compile, analyse information gathered and write this report.

### 3.5 Constraints

Masaka has the largest area covered as implementation areas, and the time available was not adequate to cover all the four districts exhaustively. Project staff were very busy at the time of visit with several activities taking place. It was therefore not always possible to meet all the key respondents promptly as some were out of their stations by the time of the visits.

In some cases though the key respondents were available, they could only spare very limited time with the consultants, because of their busy schedules as with the Accounts department.

## 4.0 BACKGROUND TO CARITAS MADDO AND MASAKA DIOCESE

CARITAS MADDO is one of the five commissions that make up the Diocese. It offers social services as well as stimulating and directing sustainable development among the people of Masaka Diocese regardless of their religious affiliations. CARITAS MADDO addresses issues of health, poverty, food insecurity, and problems facing the under-privileged members through sectors namely: medical, social welfare and agricultural sectors. The overall vision of CARITAS MADDO is to be one of the leading agencies in development within and outside the Diocese with a pro-people service-delivery focus approach that will positively impact on the way of life of the population.

The mission of Caritas MADDO is to develop institutional capacities geared towards empowering people to reduce poverty incidence in a holistic manner. MADDO is to champion this through mobilisation of the population to participate in governance and development processes that will ensure and influence good governance and global policies, equitable resource mobilisation and utilization and attainment of full human potential.

### Functions of CARITAS MADDO

- ☞ Conduct needs assessment studies
- ☞ Write project proposals on behalf of Masaka Diocese
- ☞ Implement development projects
- ☞ Make internal and external reporting
- ☞ Offer technical advise to project proposal writers
- ☞ recommend projects
- ☞ Monitor and evaluate projects:

### CARITAS NORWAY MADDO Cooperation Framework:

The cooperation between the two agencies started in 1979 after the liberation war that removed the dictatorial regime of Idi Amin. The assistance mainly was in terms of relief items to war victims and widows. The diocese was the prime war-ground hence its socio-economic infrastructure and economy was greatly devastated and the area has not fully recovered from the ravages of war. During the early 1980s, the population in the diocese was afflicted by the AIDS epidemic leading to loss of lives and leaving widows and orphans. The agency supported the programme that addressed the needs of widows and orphans through HIVAIDS surveillance and material support mechanisms. Subsequently a revolving fund scheme was started to empower the victims with economic means for survival. Later, in the 1980s it became apparent that there should be interventions to redress and address the structural imbalances in some sectors. Accordingly, the sectoral programmes were funded covering water, granaries, environment, HIVAIDS and agriculture production. At the completion of these projects, implementation was deemed to have a multi sector project covering sustainable agriculture including provision of domestic and commercial water planting, soil management, etc.



Hence, Caritas MADDO for the last 22 years has been very central to stimulating resource mobilisation, investments, rural economic growth and consumer expenditure through its integrated development programmes.

In 2003 strategic planning workshop, it became apparent that democratisation was a necessary and sufficient condition for poverty reduction and institutional building particularly in the public sector. The role of the civil society has become inescapable if the public sector is to be held accountable for being transparent and democratic to ensure sustainable development. CARITAS MADDO therefore has to take on this leading role to address both the poverty eradication and democratisation process.

Caritas MADDO considers the severest form of poverty in its area of operation to be the marginalised groups lacking voice and subjected to all forms of injustices, frustration of of the ordinary people in improving the livelihoods to achieve food security and higher incomes and inability for the local people to call local governments to account for resources and decisions that concern them.

## 5.0 FINDINGS

### 5.1 Assessment of the Project Relevance;

#### Introduction

The following analysis is limited to the rationale and context of the project, vis-à-vis beneficiary needs

#### 5.2 Assessment of Rationale and Context of the programme Interventions

The Government of Uganda since 1997 has embarked on a Poverty Eradication Action Programme (PEAP) as a framework to coordinate efforts by all actors. The pillar that seeks to improve the quality of life is in line with the interventions implemented by HOSEAP and Good Governance Programme. In addition, the other policy frameworks initiated by government include -

- ❖ Programme for Modernisation of Agriculture (PMA)
- ❖ National Agricultural Advisory Services (NAADS)

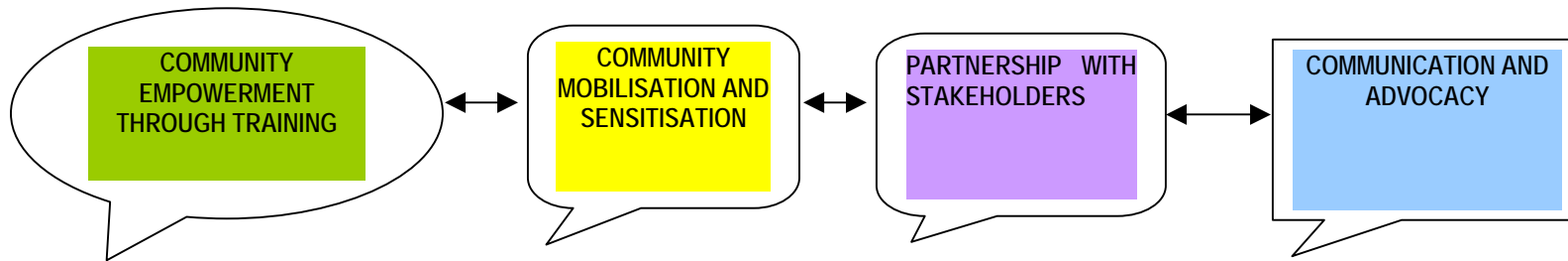
The PMA priority areas for action include research and technology development, National Agricultural Advisory Services, Agricultural Education, Improving Access to Rural Micro-finance, agro-processing and marketing, sustainable natural resource utilisation and management, and physical infrastructure. National Agricultural Advisory Services (NAADS) mission is increased farmer access to information, knowledge and technology for profitable agricultural production. It focuses on empowering farmers through farmer institutional development to articulate their needs and demand for advisory services to improve household livelihoods.

The above policy frameworks are in line with the key areas of interventions of HOSEAP (Food Security Programme). At district and sub county level, Poverty Action Funds set up by government of Uganda are meant to support the priority poverty areas e.g. water, education, health (PHC) and food production, which is a manifestation of how Caritas MADDO areas of intervention are relevant and appropriate and complement government efforts at all levels. The intervention areas above are also felt and prioritised needs of the community in the four districts of Masaka, Rakai, Kalangala and Sembabule.

The Supply of inputs to the agricultural sector is critical and at the centre of the interventions implemented by HOSEAP (Food Security Programme). At national level, Uganda has one of the lowest crop and livestock yields in sub Saharan Africa (SSA), despite an excellent agro climatic environment, (yields on research stations are 2 to 5 times higher than farm yields). It is widely believed that the stagnation of agricultural productivity in Uganda can be traced to little use of modern inputs, yet 30% of Ugandan soils are categorised as being of low productivity. One of the important factors underlying the low modern input use is lack of an efficient distribution system that would ensure timely availability of inputs at reasonable prices. (*IFPRI 1998*) Therefore, Caritas MADDO interventions are in line with responding to the gaps identified and complementing efforts of Government and other actors.

### 5.3 PROGRAMME STRATEGIES

Strategies are a means to attaining set goals. Caritas MADDO under the HOSEAP and Good Governance programme used the following strategies: -



#### ANALYSIS OF THE STRATEGIES

The above strategies are appropriate and can be conduits of translating the objectives into benefits for the target community in the parishes. The training content for the PCCs (Kayungirizis), facilitation methods, facilitators, duration and venue of the training was mentioned to be appropriate and relevant. Empowerment through training needs to avoid the pitfall of being a one off event, but rather a continuous and recurrent task. This may require training of trainers in the community who will in turn undertake the further training of the members of the community. For mobilisation and sensitisation, MADDO does not have enough human resource to execute this in a sustained way, and may therefore need to draw on the expertise of other stakeholders, such as local political, cultural and religious leaders. With respect to partnership with other stakeholders, MADDO is doing very well. What needs to be done, however is to institutionalise the interactions with stakeholders, so that the relationship goes beyond particular office holders. Communication and advocacy is still very weak and may need revamping in the remaining phase of the programme. (At policy level, the councillors at the top are empowered and vibrant, but the community at the grassroots need to be empowered to become assertive to claim their rights from the duty bearers. Finally, the above strategies must not each be implemented in isolation. Rather they need to be demonstrated as mutually reinforcing with backward and forward linkages, continuing in an endless cycle. Parish structures, if strengthened, can be pillars of continuity of the interventions. Training is a critical strategy and consumes a significant portion of the budget. However, as compared with other actors in the partnership there has been no harmonised training manual. Caritas MADDO has developed its own manual and translated in the local lingua Franca, which is commendable.

#### 5.4 ASSESSMENT OF PROJECT IN RELEVANCE TO COUNTRY PRIORITIES

The Government of Uganda since 1997 has embarked on a Poverty Eradication Action Plan (PEAP) as a framework to coordinate efforts by all actors. The pillar that seeks to improve the quality of life is in line with the interventions implemented by Caritas MADDO (HOSEAP and Good Governance Programme). In addition, the other policy frameworks initiated by government include

- ❖ Programme for Modernisation of Agriculture
- ❖ National Agricultural Advisory Services
- ❖ Decentralisation policy
- ❖ Universal Primary Education
- ❖ National Strategic Framework for HIV/AIDS and Uganda AIDS Commission with recent enactment of an Orphans and Vulnerable Children Policy
- ❖ Democratisation and opening of political space through the contested Political Organisations Bill
- ❖ National Health Policy and Minimum Health Care Package

The above policy frameworks are in line with the key areas of interventions of Caritas MADDO. At district and sub county level, Poverty Action Funds set up by government of Uganda are meant to support the priority poverty areas e.g. food production, water, education and health (PHC) is a manifestation of Caritas MADDO areas of intervention are relevant and appropriate and complement government efforts at all levels. The intervention areas above are also felt and prioritised needs of the community in areas of implementation in all the districts.

However, human rights and good governance interventions need to be integrated with other components to enable the grassroots community to realise the relationship between good governance and food security are mutually related.

## 5.5 PROJECT RELEVANCE IN RELATION TO BENEFICIARY NEEDS (INDIVIDUAL AND COMMUNITY)

The project continued to work through the local committees using a bottom up approach to planning, implementing and monitoring of project activities.

The baseline survey findings indicated that the needs that HOSEAP/Good Governance programme is responding to are still relevant and appropriate. Among the sampled households, the livelihood means include: farming 59.7%; Fishing 16.6% and other 23.4%. Support to sustainable agriculture is a manifestation of the programme is being responsive. The expressed problems during the baseline survey

	Problem	Percentage		Problem	Percentage		Problem	Percentage
<b>1</b>	<b>Health</b>		<b>2</b>	<b>Agriculture</b>		<b>3</b>	<b>HIV/AIDS</b>	
	Limited access to health facilities	95.8%		Sources of planting materials			Knowledge of HIV/AIDS	100%
				Own past seeds	37.7%		Limited HIV/AIDS services	70.2%
				Market	24.9%			
				Neighbours	10.9%			
	/AIDS	57%		No access to Extension services	60.2%			
	Malaria	29%		No Access to improved seeds	70%			
	Lack of drugs	20%		Lack of food self sufficiency	76.3%			
<b>4</b>	<b>Democracy Building</b>		<b>5</b>	<b>Land Ownership</b>				
	Involved in leadership	43.8%		Customary	41.2%			
	Not involved in leadership	56.2%		Squatters	38.5%			
	Not Knowledgeable about democracy	75.7%		Mailo	13.4%			
	Receive Accountability	20%		Public	6.4%			

Source: Baseline Report 2003

Some of the needs that the programme is responding to were expressed as still existing and relevant. Therefore, the interventions that have tangible benefits like support to sustainable agriculture is rated highly, while the good governance and democratisation process was seen as not very practical in terms of immediate benefits to the beneficiaries in a rural setting. However, Caritas MADDO had adopted the strategy to work with local councillors at LCIII level and the councillors expressed gratitude because the programme had enhanced their capacity to articulate issues during council meetings. The evaluation team however, was unable to verify how issues raised by the trained councillors had fared during the sessions and actual policy implementation.

The project prioritised the needs of the community that were identified in a participatory process by the various stakeholders through Caritas structures at parish and basic Christian communities committees. The parish and Small Christian community arrangements are part of the structures at the lower levels and are

evidently actively involved in the planning and implementation of the programme activities. The planning process is initiated at the lower level and goes through the parish up to the Diocesan level. These structures as evinced from discussions with key informants and committee members at the various levels serve as effective channels of discourse, needs identification and prioritization. However, the participation of the committee members was not verified but the parish coordinators were active. Thus in this way the project maintained a close working partnership with the community thus ensuring that interventions were demand driven rather than superimposed.

## 5.6 PROJECT EFFICIENCY

This section assesses progress against project plans with a cost consideration for the implementation of the interventions: -

OBJECTIVES	PLANNED ACTIVITIES	PROGRESS MADE AT THE EVALUATION
To enable the resource poor families participate in sustainable agricultural production with increased resource productivity and income levels in the selected communities in the programme area	<ul style="list-style-type: none"> <li>Introduce HOSEAP programmes to the focus communities</li> </ul>	<ul style="list-style-type: none"> <li>HOSEAP and Good governance programme has been introduced to the focus sub counties and discussions held with the sub county councils</li> </ul>
	<ul style="list-style-type: none"> <li>Conduct a baseline survey</li> </ul>	<ul style="list-style-type: none"> <li>A baseline was conducted and will be used to benchmark progress at the designated time.</li> </ul>
	<ul style="list-style-type: none"> <li>Train communities in sustainable agriculture and environmental management</li> </ul>	<ul style="list-style-type: none"> <li>6 (Lukaaya, Kasozii, Buyamba, Sembabule, Nazerethi and Kaliro) focus parishes trained in sustainable agriculture and environmental management</li> </ul>
	<ul style="list-style-type: none"> <li>Supply inputs to the focus communities</li> </ul>	<ul style="list-style-type: none"> <li>138 Goats, cocks, 15,000 sacks of vanilla vines, 33,000 clonal coffee seedlings, 8,720 kgs of improved maize seeds, 7,595kgs of beans moringa seeds, 734 bags cassava cuttings, 582 sacks of potato vines of vitamin A rich varieties, 2,640 grafted passion fruit seedlings, 88 pigs, 1,269 Avocado seedlings, 896 mango seedlings 1000 paw paw seedlings and other fruit trees have been distributed</li> </ul>
	<ul style="list-style-type: none"> <li>Strengthen HOSEAP/Good Governance Management committees</li> </ul>	<ul style="list-style-type: none"> <li>Caritas MADDO has undertaken training of the committee members at Bwala training centre</li> </ul>

OBJECTIVES	PLANNED ACTIVITIES	PROGRESS MADE AT THE EVALUATION
Ensure the capacities of Caritas MADDO to effectively formulate and implement policies and programmes of the focus sub counties	<ul style="list-style-type: none"> <li>▪ Familiarise with the sub county plans and activities</li> <li>▪ Capacity building and exposure visits</li> </ul>	<ul style="list-style-type: none"> <li>▪ This activity has been done but the participation of Caritas MADDO in the planning process in the sub counties has been limited.</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Form 47 parish coordinating committees</li> </ul>	<ul style="list-style-type: none"> <li>▪ The 32 PCCs are in place though its capacity is another issue that needs to be addressed. 80 bicycles distributed to the PCCs</li> </ul>
Improve Community health situation (HIV/AIDS, Malaria and Hygiene related diseases)	<ul style="list-style-type: none"> <li>▪ Increase awareness and training on HIV/AIDS prevention and care</li> <li>▪ Increase awareness and prevention of hygiene related diseases</li> <li>▪ Training community in budgeting for malaria control</li> </ul>	<ul style="list-style-type: none"> <li>▪ This is an activity that was less reported on and little effort had been put into HIV and AIDS. The remaining period programme implementation should find ways of mainstreaming HIV and AIDS</li> <li>▪ Mosquito nets (TNs) are part of the household budget and malaria control campaigns have been stepped up.</li> </ul>
	<ul style="list-style-type: none"> <li>▪ Establish collaborative networks with other CSOs doing similar work</li> </ul>	<ul style="list-style-type: none"> <li>▪ This activity has been undertaken and the observation we make is that, there is need to institutionalise collaboration and networking to go beyond individual office bearers. We further suggest that an MOU be entered between the key partners of Caritas MADDO to strengthen the collaboration.</li> </ul>
To advocate for gender sensitive and related policies, democratisation processes and enhance participation of the marginalised groups	<ul style="list-style-type: none"> <li>▪ Sub county plans should be gender sensitive and empowering of CSOs will enhance participation of the marginalised groups</li> </ul>	<ul style="list-style-type: none"> <li>▪ Apart from training two councillors at LCIII level, we could not verify how gender sensitive policies have been promoted at sub county level.</li> </ul>

## 5.7 Assess Costs and utilisation of resources compared to budgets and plans

The project has in the phase under evaluation received funding to the tune of 760,503,286/= equivalent to US \$ 439,597 (1US\$ =1730 Dec-2004 exchange rate)

The utilisation of resources given the achievements documented and verified has been efficient.

FY	ANNUAL COSTS US \$
2002	88,503,446/=
2003	351,109,134/=
2004	320,890,704 to date
<b>TOTAL TO DATE</b>	<b>760,503,286/=</b>

Given the intervention and benefits generated, there is ample evidence to show that cost element has been at the forefront of the implementation team. The purchase of inputs has considered the element of cost while not compromising the quality, which is a manifestation of the prudent use of resources. In addition, the purchase of improved breeds and crop species for supporting the livelihood improvement of the vulnerable families is cost effective.

## 5.8 Resource Management

### *Financial Resources*

The project keeps proper books of accounts, which are regularly updated. The latest audit reports show that systems and procedures over the last two years period have been adhered to in accordance with required standards. Caritas MADDO has a well-developed financial management system. An internal audit section exists, provides the checks, and balances in the financial management guidelines.

Planning for funds was done through a participatory process (bottom up). Cash flows are prepared and these are in line with budget lines and with approval from the partnership board at programme level. However, the systems are well established at day-to-day transactions. The project makes monthly, quarterly and annual reports. The project has a well-maintained goods store with proper systems of entry and exit of items. However, it will be essential to document procurement policies because it is one of the crucial functions and significantly consumes a greater part of the programme budget.

*Human resources*:- The programme is coordinated by Caritas MADDO Director but the day to day interventions are overseen by the Project Coordinator (project chairman) and the core team includes project officer, Secretary, Trainer project implementer. Extension staff are ten and are hired on piece rate basis and they facilitate the implementation of all activities in the project areas. They support a team of 160 Parish Coordinators (Kayungirizi) who are field community workers and elected by the community. This string of volunteers also constitutes the community's contribution towards the project implementation. The core project staffs are all well qualified for the positions they hold and are thus capable of undertaking their work schedules efficiently. It was however noted that Caritas MADDO did not have a documented staff development programme and procedures for identifying training needs. In addition, an ad hoc criteria for selection of staff development intervention need to be revised.



It was noted that the project coordinator (Chairman) had served with Caritas MADDO for more than 10 years and his long serving experience was a great asset to the implementation of HOSEAP and good governance programme.

With regard to leveraging of resources from stakeholders, the project taps resources from the local governments especially at district and sub county to boost the respective interventions. Caritas MADDO was considered a credible stakeholder in the area of sustainable agriculture and represents other CSOs and NGOs on the district agricultural stakeholders' forum. Caritas MADDO has a number of partners who are supporting development interventions and they include: - Misereor; Cordaid, AidLink, Sponsorship scheme of Kansas, Inter Religious Council of Uganda (IRCU); Misereor.

*Capital Assets:* The assets of the programme are listed in the table below. They are all in a working condition and are adequate for the programme operations.  
A table showing the Programme Assets

NO.	ITEM	QUANTITY	CONDITION
	TRANSPORT		
1	Motor Vehicle (Hilux Toyota)	1	Sound and on road
2	OFFICE EQUIPMENT		
3	Computer & Accessories	2 Desktops	Working
4	Printer	1	"Working
5	Lap top	1	But stolen
6	Honda Generator	1	Working but very old
	FURNITURE		
7	Tables	2	
8	Chairs	4	
9	Shelves	2	
10	Visual Aids		
	TVs	2	New and good condition
	Decks	2	

## PROJECT MANAGEMENT

The staff team of 5 headed by the Caritas Director ( part time extension staff) are in charge of managing process of service delivery, organisation of training courses for the parish committees and coordinators, day-to-day management of the programme activities and support supervision.

The Project Coordinator (Chairman) provides leadership in planning, co-ordination, organisation and directing of activities at the project level. Management practices identified at project level were found to be participatory and result oriented. Evidently, teamwork was evinced from the discussions and how respective activities were being carried out. In addition, the co-ordination between the Programme team and the team at the National office was well linked. The Parish coordinators (Kayungirizis) form part of the management at Parish level. The meetings at parish level are frequent and the parish priests in the focus parishes are part of the management. However, the parish committees will need to strengthen their operations by formalising their existence. They need to open up bank accounts as part of improving financial management practices.

Top management team get opportunities to meet and strategise on monthly basis, which is a good practice and must be continued.

## OVERALL ASSESSMENT

HOSEAP and Good Governance programme, has made progress against the set objectives. In terms of outputs, the evaluation team compared planned and actual progress and believes that the project has achieved most of the set outputs. Areas that had performed relatively poor especially the documentation of experiences, good governance activities will need to be re-designed and emphasis on setting realistic targets is recommended.



Luswata the Agriculture Coordinator,  
and an extension staff and a team  
from Kalangala Parish

## 5.9 ASSESSMENT OF PLANNING PROCESSES

Caritas MADDO has a well-established planning and communication system. The planning process begins from village through the Parish to the Diocesan level and then the partnership board that finally prioritises and sanctions activities to be implemented in any given year. The evaluation team was able to verify from the minutes at diocesan level that planning was done in a participatory manner. However, the final plans are dependent on the funding Caritas Norway, which in turn gets funding from NORAD and staff and community members have little influence on the outcome.

There are opportunities for the staff and committee management structures to meet to discuss issues about the interventions being implemented. Information flow is two way and it was found to be mainly in written. However, there was less documentation at parish level in terms of documenting lessons from the implementation experience.

The team of evaluators found out that there was an established and formal structure for systematic review though annual review, learning and communication, which is centrally managed at the programme level to increase effectiveness.

From the discussions with the staff and parish committee the management style subscribers towards participatory and team fostering. There was ample evidence during the evaluation exercise that team spirit and task oriented approach towards work was in practice.

However, there is need to improve documentation of field experiences especially by the parish coordinators, such that documentation becomes the norm and informs management decisions.

However, the good governance programme being a software intervention has no immediate material outcomes like other interventions. Nevertheless, its good practices will need to be documented for scaling up and replication. The councillors trained were upbeat and appreciative of the training intervention because it had improved their capacity to deliberate in the sub county parliaments.

Caritas MADDO at the headquarters is a top-heavy structure because of the diverse interventions being implemented. However, Caritas Norway supported programme has a small management team and well laid out structure that spans to the focus parishes.

### **Organisational Learning: an Assessment**

Organisations scoring highly in this category would be categorised as having their internal communications flow in multiple directions; internally generated information accessible to those who need it that is timely, useful and accurate, a culture that successfully promotes the identification of lessons learned to improve organisational performance, highly effective deployment of teams to resolve organisational issues; highly participatory management practices and highly productive meetings

Organisations scoring poorly in this category would tend to be characterised as having a one-way top down communication flow and a culture that does not support or encourage the systematic gathering of lessons learned to improve organisational performance; poor or infrequent deployment of teams to solve organisational issues, autocratic management practices and ineffective meetings.

(From: Discussion Oriented Organisational Self Assessment {DOSA}, by Beryl Levinger and Evan Bloom)

## 5.10 DYNAMICS OF THE PARTNERSHIP ARRANGEMENT

The partnership principles and roles are clearly stipulated in the memorandum of understanding signed by all members of the partners. The field findings revealed that there was strict compliance with the roles of all the partners. Caritas Norway has certainly met its side of the bargain by facilitating the implementation of the planned interventions through financial provisioning. However, it was found out that delays in the financial disbursement had caused late implementation of planned activities.

Caritas Uganda has the role of supervision and frequent monitoring and evaluation to the members of the partners. The team of the evaluators verified the support supervision is carried out. Contracting of external resource persons to undertake specific assignments like training, undertaking baseline surveys, auditing and financial management systems set up had been undertaken. However, there is need to have further guidance on developing a consolidated training manual at national level especially in areas of human rights, good governance and gender and equity. Caritas MADDO staff have also supported new dioceses in terms of supervision and monitoring of programme activities. The team was able to verify that Caritas MADDO staff had been to Caritas Kotido and Caritas Nebbi as part of the support supervision.

Caritas MADDO in terms of implementing the planned activities had stuck to what was contained in the MOU. The findings of the mid term evaluation revealed that the interventions under Caritas MADDO specifically the good governance programme is widespread and covers 32 parishes. This has its merits and demerits. The merit is that all Parishes are benefiting from the training and feel part of the whole. However, the demerits include less impact on the community.

The Diocesan Caritas Directors are active members in the regular board meetings that are held on quarterly basis. However, the Parish Caritas Committees are still weak and will need to be strengthened in terms of managing parish development initiatives.

Largely the challenges identified in the partnership for the case of Caritas MADDO, include:

- ☞ Late disbursement of funds
- ☞ Less participation of the Parish Caritas Committees in influencing key management decisions

Caritas MADDO has a longer period of experience in implementing development interventions in the partnership and there will be need to develop a policy in facilitating the staff of MADDO who support other dioceses. Adequate budgetary provisions and facilitations will need to be handled at the partnership board meeting.

## 5.11 SUMMARY OF RELEVANCE, EFFECTIVENESS AND SUSTAINABILITY

<p><b>PROJECT RELEVANCE</b></p> <p>Caritas MADDO (HOSEAP and Good Governance programme) supported interventions are deemed highly relevant as they address dire needs at community level including the HIV/AIDS pandemic that is was a serious problem in Masaka Diocese.</p> <p>The majority of people in Masaka depend on food production as the main source of livelihood. HOSEAP and Good Governance programme are the main interventions.</p> <p>The programme interventions included provision agricultural inputs to support to the agricultural sector through training and provision of improved livestock breeds and seeds.</p> <p>All these activities were relevant to the needs of community and are in line with the national and district policies and priority areas of development.</p> <p>Donor priorities, which focused on Awareness Training, Democracy and Good Governance and raising of household incomes through IGAs, are all adequately addressed by the Caritas MADDO in the implementation of its activities.</p> <p>Direct implementation in collaboration with the community makes Caritas MADDO interventions in Masaka Diocese effective because they have control over the outcomes. However, it will be essential to redesign implementation modalities to build sustainability measures.</p>	<p><b>PROJECT SUSTAINABILITY</b></p> <p>As part of the phase out, the Caritas MADDO has put in place mechanisms that will lead to continuity of interventions that benefit the community. Some of these mechanisms include: -</p> <ul style="list-style-type: none"> <li>❖ Community Resource Persons especially the parish coordinators and coordinating committee have been formed and have capacity to foster greater outreach and leverage additional resources of programme activities. In addition, the use of sub county extension staff is commended and other local facilitators.</li> <li>❖ The revolving schemes for the programme benefits like goats lead to commitment by community members to ensure continuity but the management of the revolving scheme needs to be improved</li> <li>❖ Skills and knowledge training empowers the community and will sustain positive benefits even when external funding ends.</li> <li>❖ Participation of the community in the programme activities like demonstration gardens, instils the ownership spirit and subsequently fosters continuity of the positive benefits</li> <li>❖ The Caritas MADDO's approach has been to support and scale up existing community initiatives. Thus, the project did not set new structures rather it extended support to existing local government personnel like the LCIII councillors who will continue to serve even after phase-out.</li> <li>❖ Arrangements to access sub county resources to support the on going interventions will enhance continuity efforts.</li> </ul>
<p><b>EFFECTIVENESS</b></p> <p>Beneficiaries highly value HOSEAP and Good Governance interventions. The organisational learning is formalised. Participatory management, annual planning and review of program progress, information flow is multi directional which fosters effective communication an essential component for successful attainment of programme objectives. Lessons learnt inform decision making at project level. However, there is need to improve documenting of implementation experiences at parish level. Parish Coordinators and Extension agents need to document experience and use the experience to guide decision-making and avoid verbal</p>	<p><b>EFFICIENCY</b></p> <p>Cost responsiveness has been at the centre of all Caritas MADDO interventions. Management has ensured that value for money is always sought for in all transactions. In addition, local inputs and materials are preferred to whenever, choices have to be made. Low cost and limited external inputs in sustainable agriculture, particularly has been the order of events at Caritas MADDO.</p>

reporting.	
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## 6.0 PROJECT IMPACT

The programme having been in existence for the last 3 years that may not sufficiently prove the impacts but there are pointers towards the outcomes that can be attributable to the Caritas MADDO (HOSEAP and Good Governance programmes) interventions. In terms of programme related changes the following case studies are human stories that talk about changes of lives of the project beneficiaries: -

### GOATS AND INCOME IMPROVEMENT IN KASOZI PARISH RAKAI DISTRICT

Sekajuko Joseph and Nakajubi Teddy have benefitted from Caritas MADDO training and other interventions and I am a proud farmer in Kasozi parish. He has a hybrid goat and is using local inputs in agriculture and from the proceeds of my garden I managed to buy 4 plots of land estimated at 485,000/=. This is no mean achievement where land is a big issue in our village. I have managed to construct a house with an iron roof estimated at 350,000/=. This is a dream come true in my lifetime. In had not gone to school to enable me get a formal job but now i have built using my labour. Teddy my wife testified from the Kitchen garden sold green vegetables in rakai market and bought a big size suacepan that is even used in the church and

### CARITAS FAMILY

Namata Scholastica of Lukaya parish boasts of her household being a model home because of the food she grows and level of clealiness exhibited. Some of the salient things seen at her home include: -

- ❖ I have green vegetables throught the year and I dont buy food and greens at home throughout the year.
- ❖ Bananas after the wilt outbreak was something forgotten in our home and currently due to knowledge and skills acquired from Caritas MADDO training I am able to have bananas on our menu frequently
- ❖ The goat we received is giving us milk and our attitude has changed that goat milk can be nutritous and good. Our home is a place where visitors from the village come to see.

Overall, the programme has had a significant improvement in the quality of life for the beneficiary community. Below are some indicators that portray the programme's impact against specific categories.

## ECONOMIC IMPACT

The programme is contributing to the improvement of quality of life economically in a number of ways, some of which are indirect.

The programme targets resource poor households and the primary focus is individual in the groups and ensure that food security at household level. For beneficiary families, there was evidence that produce from the kitchen gardens has been for food at home and sell the surplus for improving the incomes. For the beneficiary communities there has been an increased opportunity for the poorest members of the community to a better livelihood through access to farming inputs. Inputs like exotic goats, cocks, maize and beans, elite coffee seedlings, vanilla vines, cassava cuttings and grafted tree seedlings.

The programme has provided skills to generate income for the beneficiaries of the livestock (goats), though not yet established how much is being earned by each beneficiary, but there is an increase in income for those who have the exotic goats. Supply of fruit trees and coffee seedlings is contributing to the improvement of incomes of those beneficiary farmers. In addition, the nutrition status of the families has improved as well.

### **Maurine Nyanzi (Goats Beneficiary)**

Maurine, a resident of Lukaya Parish is one of the beneficiaries of the improved livestock that the programme distributed to some households in the area. Maurine was given 2 goats (one boar and one female) in September 2003. Her heard of goats has since doubled to four. The he goat she received has serviced 35 she goats in the neighborhood. The off springs are improved by a factor of 25%, which is steadily uplifting the quality of the livestock in the neighborhood.

Maurine is able to get 2 litres of high protein milk per day in addition to organic manure for her crops from the goats. Her vision for the future is to multiply her stock of goats to 50 and become a leading commercial goat farmer in the sub county.

## CONFIDENCE BUILDING AND CIVIC RIGHTS AWARENESS IN KALANGALA

Joseph Mary Kasozi a vice chairperson at sub county level in Kalangala Bumanje Parish confessed that because of the training, he has become more confident about himself and can approach the nearest police station at Kalangala Police station to report and share experiences with them. He has been able to report two cases of defilement and child labour in his area. In the past, he could not approach the police because of unfounded fears. His civic rights knowledge have a gone a long way to improve his confidence levels and thanks Caritas MADDO for the training support.



## 7.0 THE SUSTAINABILITY OF HOSEAP AND GOOD GOVERNANCE PROGRAMME

Sustainability is related to the capacity of local communities to manage and maintain matured interventions or projects to enable Caritas MADDO to be phased out from those communities. It is the test of viability and effective institutional building. The numbers of projects initiated by Caritas MADDO that have matured and achieved self-financing and self-reliance are direct measure of Caritas MADDO's capacity building process. Caritas MADDO has a long experience in community development interventions and sustainability issues may need to be understood in perspective.

The Evaluation Team found sustainability of Caritas MADDO programmes at community level to be weak. During the evaluation exercise, all people interviewed were uncertain of the future of Caritas MADDO HOSEAP and Good Governance programmes should the funding from the partnership arrangement end.

However, some of HOSEAP and Good Governance programmes have in built sustainability components like capacity building, revolving inputs, but most of them need to be managed well. The revolving inputs have no clear revolving mechanisms. The counterpart funding is not encouraged and may promote dependency attitude.

The evaluation Team has therefore identified the following issues in as far as sustainability is concerned:

- ☞ The concept of sustainability itself is not clearly understood even among Caritas MADDO staff.
- ☞ Sustainability is an illusive issue in Caritas MADDO and is far from being realized.
- ☞ Revolving inputs needs to be well managed to enhance continuity.
- ☞ Heavy reliance on external funding for Caritas MADDO Programmes.

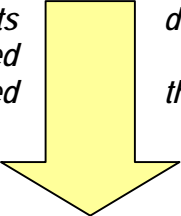
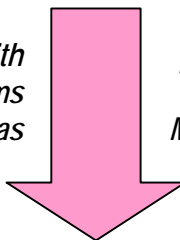
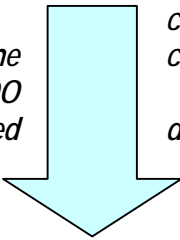
Caritas MADDO under the HOSEAP and Good Governance Programme is collaborating with the following organisations: -

- ☞ World Vision in areas of advocacy for children's rights and support
- ☞ RACA in areas of counselling and care of persons living with HIV/AIDS and those affected as well
- ☞ ZEFARD in the area of HIV and AIDS
- ☞ Community Services programme in integrated development interventions
- ☞ Community Enterprise Development Organisation (CEDO) in the areas of input distribution and sustainable agriculture
- ☞ ACFODE in gender training and practically ensuring that the budgeting process is gender sensitive

Therefore, in conjunction with Caritas Uganda, sustainability of programme benefits should be addressed in a conceptual and operationalisation workshop. External resource persons can facilitate the process and enhance the abilities of the partner diocese in mainstreaming sustainability issues.

## 8.0 PROJECT CONSTRAINTS

Despite the achievements in by Caritas MADDO through the implementation of the community interventions, a number of challenges remain, and these were mentioned as: -

PROGRAMMATIC	ADMINISTRATIVE	EXTERNAL
<p><i>These constraints programme related that have affected the services</i></p>  <p><i>deal with constraints the delivery of</i></p>	<p><i>Theses deal and by</i></p>  <p><i>with systems Caritas</i></p> <p><i>constraints procedures established MADDO</i></p>	<p><i>These outside the Caritas MADDO but have affected services to beneficiary</i></p>  <p><i>constraints are control of the management delivery of the population</i></p>
<p>Inadequate supply of agricultural inputs e.g. mosaic resistant cassava cuttings, exotic breeds of livestock</p>	<p>Inadequate transport at parish level</p>	<p>Mobilisation of the community contribution</p>
<p>Agriculture extensionists low motivation because they are hired on piece rate basis.</p>	<p>At lower level, records are not properly kept though storage has been provided, and this has caused loss of data</p>	<p>Extreme climatic and weather conditions – prolonged drought affecting crop yields that dependent on rain</p>
<p>The programme area is too wide especially the good governance programme that is in 47 parishes</p>	<p>Lack of absence of a volunteer policy to define a volunteer and his entitlements</p>	<p>Poor resource base for the parishes to support activities that require counterpart funding</p>
<p>Absence of a manual at national level to guide the operationalisation of the good governance programme</p>	<p>Less visible orientation for the parish committee members on their roles and responsibilities and commissioning of the PCC</p>	<p>Some negative attitudes of the community members towards some of the programme activities</p>
<p>Unclear policies on the distribution of inputs (lack of MOU) with the programme beneficiaries</p>	<p>Absence of a systematic staff development programme</p>	
<p>Limited community resource envelope to provide counterpart funding to support programme activities</p>	<p>Absence of independent group accounts</p>	
<p>Good governance component having limited impact at family level</p>		

## 9.0 LESSONS LEARNT

A number of lessons have been learnt as a result of the implementation experience. Some of the lessons documented and worth noting include the following: -

1. Participation of community members in planning is significantly related to the effective delivery of the services.
2. Good governance programmes need to have guidance from the centre (national level) and physical inputs to make them relevant and practical.
3. Sustainability of programs is best ensured through building on what the communities are doing rather than starting up completely new things at community level.
4. Locally developed rules and functioning management structures are critical for sustainability and effective use of services.
5. Representation of women and the poor are essential for community-managed interventions. The management of goats in the programme area is in the hands of mainly the women and success of these interventions can be attributed to the role these women play in the day-to-day management.
6. A spirit and culture of teamwork among program staff stimulates interest and taps into otherwise hidden energy reserves of individuals.
7. Political commitment and support is essential to ensure allocation of resources and for community mobilisation.
8. Networking and collaboration with partner organisations enhances the effectiveness of responses to community needs. Credibility can be cultivated with the effectiveness of interventions implemented. Masaka district administration recognises MADDO as a credible partner having a comparative advantage in sustainable agriculture and represents other agriculture stakeholders in the district forum.

## 10.0 CONCLUSIONS

Largely the institutional structures for management of the programme interventions at parish and community have a strong linkage to all the sections of the programme and have contributed to the partial attainment of the programme objectives except for the software interventions that have no tangible results. The household support to eradicate absolute poverty through training and input supply has been a strong impetus towards building cohesive and community self help groups.

Overall, the programme has been a success in building the level of community awareness on food security through sustainable agricultural practices, HIV/AIDS, household improved health through hygiene education, rights awareness and the ability for the community to demand for the services through the local leaders.

Community involvement should be seen as crucial aspect of any 'community based' work. The level of participation at community level is worth noting and this was exemplified by the support to the programme gets from the local leadership at parish level. The sub county chief and local council III chairpersons of Bukulula and Kalangala and the local religious leaders and others are part of the policy decision-making organ at the Parish level.

HIV/AIDS affects all sectors and the response needs to be multi sectoral. The knowledge level on HIV/AIDS is high; however, there is need to scale up care and prevention measures. Community health through hygiene education is a right approach to ensuring good health at family level.

For the programme to maximise its full potential greater efforts should be placed on increasing communication and networking at sub county and district levels. Net working at those levels should go beyond information exchange and include joint planning.

Caritas MADD0 supported interventions have played a leading role in the improved food production and awareness of rights of the marginalised. Socially and politically HOSEAP and Good Governance programme is enjoying good will from the community because of the tangible results it has produced within the period it has operated in the programme areas. However, good governance component needs to increase its activities such that the community can better appreciate its importance.

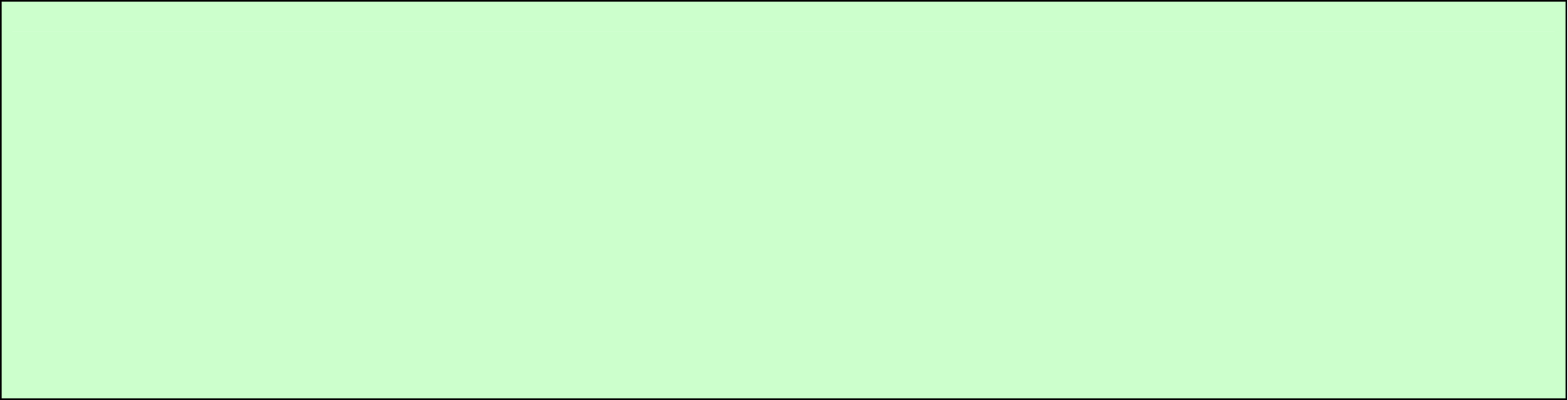
The programme has contributed significantly to the achievement of the government policy on increasing food production in rural areas.

## 11.0 RECOMMENDATIONS

Based on the implementation experiences over the years the following suggestions have been made. They include

### *SHORT TERM AND MEDIUM TERM ACTIONS*

1. Parish Coordinating Committees and community groups that are responsible for the implementation of activities at parish level need to be strengthened. Practically, roles and responsibility clarification, group dynamics and selection of the individual and group beneficiaries need to be addressed.
2. Support farmer facilitators to increase coverage since extension staff are limited and are hired on piece/time rate basis.
3. Scale up HIV/AIDS intervention and focus activities around advocacy, partnerships with other actors like other FBOs, CBOs and NGOs. Mitigation of HIV/AIDS effects, homecare and support to OVC are practical areas that need attention. Practically HOSEAP and Good Governance programme needs to lobby for increased access of PLWAs to antiretroviral drugs in collaboration with other actors and sub district health officials in the programme area. This can be done in conjunction with Kitovu Homecare a sister programme under the health commission of Masaka Catholic Diocese.
4. Scale up training and include savings and enterprise development skills as part of practically dealing with household income improvement measures.
5. Explore opportunities of supplying new breeds and crop varieties following the zoning of the areas under different production regimes. The zoning arrangements is already coordinated under the district production units in the respective districts (Masaka, Rakai, Sembabule and Kalangala) – area specific interventions
6. Promotion and intensified PHC campaign will have beneficial effects on the health of the communities in the programme areas and needs to be integrated in the other interventions like food security. Model homes should have all components food, health, lay out and the leaders should be role models where other community members can learn. Annual competitions to promote model homes and best farmers could be instituted to encourage excellence for community well being.
7. Exposure visits by the parish teams (within and without the diocese) would practically enhance the skills and abilities of the farmers and their coordinators.
8. Good governance through training of Sub County Councillors is commendable but needs to increase documenting of activities and achievements. Rights awareness needs to be scaled up to enable the right claimers to take on a more proactive role
9. A workshop be organised among the Caritas MADDO stakeholders on the concept of sustainability. The national office could participate to make it a partnership issue. It could also be discussed at the partnership board meeting level.
10. There is already demonstrated abilities and areas of competencies in the components under the Caritas Norway and Caritas Uganda partnership arrangements. Food security has shown good results and its relevance cannot be disputed. Operationalisation of the good governance and democracy components with guidance from the National office (Caritas Uganda) needs to be explored. Other ways of ensuring that the civil society and the community stand up and claim their rights will have to be thought through.
11. Caritas MADDO needs to institutionalise staff development specific to the HOSEAP and Good governance programme and regular staff appraisal mechanisms should be operationalised and strengthened.
12. Administratively address the procurement policy drafting and enactment, volunteer and extension staff motivation





# CARITAS UGANDA AND CARITAS NORWAY PARTNERSHIP PROGRAMME

## HUMAN RIGHTS AND FOOD SECURITY PROGRAMME

### CARITAS NEBBI – MID-TERM REVIEW REPORT

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November 2004

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## I. ACKNOWLEDGEMENT

We were honoured by Caritas Uganda and Caritas Norway Partnership to appoint us as consultants to evaluate "Food Security and Good Governance Programme 2002-2004". It was a great challenge, which we took on with all the seriousness it deserved.

We were availed all the reports and documents we needed and we received open and frank ideas from Caritas Nebbi, other Caritas Uganda staff, District and Local Government and NGO officials and beneficiaries of Caritas Nebbi programme. We accumulated rich and diverse proposals about how to improve the programme over the remaining years of the partnership.

We are happy to present to you the synthesis of these ideas, our major findings, emerging issues and recommendations in form of a report entitled "MID TERM EVALUATION OF THE HUMAN RIGHTS AND FOOD SECURITY PROGRAMME".

The Evaluation Team wishes to acknowledge, with infinite gratitude, all persons, groups and organizations in the partnership in Uganda and abroad who facilitated the successful completion of evaluation exercise. It is not possible to acknowledge every individual but the following individuals and groups deserve special mention for their invaluable support, without which, it would not have been possible to complete the evaluation and produce this report:

The Director Caritas Nebbi, Fr. Geoffrey Ocamgiu and his team of staff, Field Extension, Credit Manager, Accountant, and Parish Field Coordinators for positive support.

The Evaluation Team is deeply grateful to other diocesan staff like the Justice and Peace Coordinator, Education Secretary and staff from other NGOs operating in Nebbi for frank and positive contribution towards the Evaluation exercise.

We are equally grateful to the beneficiaries of the Human Rights and Food Security Programmes in the various communities we visited.

## II. LIST OF ABBREVIATIONS & ACRONYMS

AIDS	Acquired Immuno Deficiency Syndrome	LC	Local Council
BCC	Basic Christian Community	LGDF	Local Government Development Fund
CBO	Community Based Organisation	MOFP&ED	Ministry of Finance, Planning and Economic Development
CDO	Community Development Officer	MOLG	Ministry of Local Government
FBO	Faith Based Organisation	NGO	Non-Governmental Organisations
FGD	Focus Group Discussion	PAF	Poverty Alleviation Fund
GoU	Government of Uganda	PCC	Parish Coordinating Committee
HC	Health Centre	PLWA	Persons Living With HIV/AIDS
HIV	Human Immuno-Deficiency Virus	TOR	Terms of Reference
Km	Kilometre	UNICEF	United Nations International Children's Fund
		UPE	Universal Primary Education
		VCT	Voluntary Counselling and Testing

### III. EXECUTIVE SUMMARY

#### INTRODUCTION

Caritas Nebbi was established to specifically undertake planning, implementation, monitoring and evaluation of development interventions in Nebbi Catholic Diocese.

The vision of Caritas Nebbi is **improved livelihoods for families in Nebbi through love, solidarity and integral development.** While its mission is **to foster community based initiatives that promote charity, solidarity and social justice and become instruments of reconciliation and human development in Nebbi.**

Currently Caritas Nebbi is helping community groups, families and individuals to implement a number of activities grouped under broad categories of Food Security, HIV/AIDS, Gender, Peace and Human Rights, credit with assistance from Caritas Norway as the lead partner.

#### PURPOSE OF THE EVALUATION

The purpose of the evaluation was to assess the overall performance of Human Rights and Food Security Programme in order to come up with major findings and recommendations that will/may be used to guide the remaining period of programme implementation.

#### METHODOLOGY

The evaluation team used the following methodology and procedures to carry out the evaluation of the Food Security and Good Governance programme: -

- Clarification of the Terms of Reference
- Review of the existing reports
- Sampling areas of projects and persons to be interviewed
- Design of questionnaire

- Conducting structured interviews
- Administration of the questionnaires
- Holding focus group discussions
- Field Visits
- Data collection, tabulation, analysis and Interpretation
- Production and submission of final evaluation report

## **MAJOR FINDINGS AND RECOMMENDATIONS**

This evaluation report presents in detail the major findings, lessons learnt, and recommendations. However, they can be summarised as follows: -

### **a) The performance Efficiency and effectiveness of Caritas Nebbi**

Caritas Nebbi is doing many good things in Nebbi and this has been greatly appreciated. The evaluation team was very much impressed by performance, efficiency and effectiveness of the food security component implemented by Caritas Nebbi. Beneficiaries, local and central government, elders and opinion leaders and other development actors in the district rate the Caritas Nebbi very highly. The evaluation team therefore recommends that Caritas Nebbi should focus on what it is capable of doing best and do it well.

### **b) Relevancy and Impact of Caritas Nebbi**

The evaluation team found that Caritas Nebbi as an organisation is very relevant and its programmes are very relevant to the needs of people in Nebbi and support to the main interventions like food security, HIV/AIDS, Good Governance and human rights were not only timely but were relevant as well. The impact of Caritas Nebbi programmes is not very visible in some areas because the period being assessed is short. The outcomes of the programme interventions that are attributable to Caritas Nebbi were used to discern pointers of the impact created by the interventions being implemented.

The findings revealed that outcomes are very vivid and the beneficiaries speak of having received many tangible benefits ranging from improved food security at household levels, increased incomes and more importantly gaining vital knowledge and capacity to undertake development initiatives on their own. Caritas Nebbi staff have definitely been visible in areas of intervention but they are skeletal. The evaluation team therefore recommended that Caritas Nebbi should continue to implement the current interventions but with modifications incorporating best practices, lessons learnt and the need to adopt appropriate strategies that maximise an impact.

### **c) Sustainability of Caritas Nebbi Interventions**

The evaluation team observed that sustainability of Caritas Nebbi programmes is a challenge because Caritas Nebbi relies almost 100% on external support. Furthermore, there are hardly any activities in Caritas Nebbi, which can sustain themselves now. Even, some programmes, which have sustainability components embedded in them, like revolving inputs, have, their own shortcomings. However, the evaluation team appreciated the new development approach, which Caritas Nebbi is embarking on, emphasising technical skills (capacity) to enable beneficiaries take on development initiatives by themselves, and concentration on agricultural and Livestock Improvement vis a vis provision of core inputs like heifers, oxen, etc., which are expensive and unsustainable. The evaluation team therefore recommends that Caritas Nebbi, in conjunction with Caritas Uganda, organize a workshop on sustainability to enable staff to grasp the concept, and work towards achieving it for Caritas Nebbi as an organization and its programmes. Furthermore, Caritas Nebbi should make deliberate efforts to set up income generating activities to support the administration and activities because one day for sure external support will end.

### **d) Internal organization and management of Caritas Nebbi**

The evaluation team found out that Caritas Nebbi is still a learning and growing organisation. It has field extension staff and a few technical staff based at the Headquarters.

In interest of economy efficiency, effectiveness, responsiveness, impact and renewed sustained partner confidence, the evaluation team has recommended Caritas Nebbi should embark on strengthening the Parish Caritas Coordinating

committees and enhance the capacity of the field staff to monitor and supervise interventions implemented at parish level. We suggest that the programme staff need to regularly share comprehensive information on the programme to enable easy planning for implementation as well as management.

The financial resource management is handled professionally. The books of accounts are prepared and presented on time. Caritas Nebbi is commended for computerisation of its accounts. The Tally computer programme is quick and ensures easy update of the books. However, Caritas Nebbi should ensure that hard copies of the financial reports are kept in case the computer crashes or fails.

**e) Recommendations or the Way Forward**

The evaluation team recommends the following;

- a) Strengthen the groups through further training in group management and dynamics.
- b) Harmonise the sustainability concept and operationalise it in collaboration with other members of the partnership.
- c) Caritas Nebbi should start embarking on how to consolidate the credit component and ensure it is run autonomously.
- d) There is need to increase participation of all programme stakeholders in programme activities.
- e) To improve supervision and visibility of Caritas Nebbi at parish level, the field extension staff may have to be deployed to the parishes depending on the level of facilitation available at parishes.
- f) The human resource management function needs to be revisited to cater for staff development based on established formal criteria.
- g) Caritas Nebbi should work towards strengthening local civil organisations (Caritas Associations in parishes) and support their institutional growth of the CBOs and small groups of the poor by enabling them be legal entities and put in place and sustain basic internal governing structures which are essential to the realisation of their objectives.
- h) Engaging with local governments to promote knowledge of their functions in the community and supporting community groups to participate and influence planning processes

## 1.0 INTRODUCTION:

This draft report is prepared in line with the terms of reference relating to the Evaluation of the partnership programme implemented by Caritas Nebbi. It sets out the findings and recommendations on the most viable way forward in enhancing their implementation. The report is to inform the remaining period of programme implementation.

### 1.2 BACKGROUND TO CARITAS NEEBI AND NEBBI CATHOLIC DIOCESE

#### Facts About Nebbi Catholic Diocese

Caritas Nebbi is one of the Departments/Commissions into which Nebbi Catholic Diocese is organised. The other commissions are:

- Pastoral Commissions
- Education Commission
- Health Commission
- Finance and Administration

Caritas Nebbi was established in 1996 when Nebbi Catholic Diocese was carved out of the Ecclesiastical Diocese of Arua. It was tasked to undertake planning, implementation, monitoring and evaluation of development interventions in Nebbi Catholic Diocese. It is supervised by the Caritas Commission, which meets more regularly to transact business for the commission.

*The vision of Caritas Nebbi is improved livelihoods for families in Nebbi through love, solidarity and integral development. The mission of Caritas Nebbi is to foster community based initiatives that promote charity, solidarity and societal justice and become instruments of reconciliation and human development in Nebbi.*

Caritas Nebbi is managed by a Director, assisted by a Management Team consisting of a Programme officer (Agriculture), Accountant, Credit officer and two field extension staff, with two support staff serving as a secretary and driver respectively.

The work of Caritas Nebbi that is supported under the Caritas Norway partnership includes:

- FOOD SECURITY
- CREDIT AND MICRO ENTERPRISE DEVELOPMENT
- GENDER, PEACE AND HUMAN RIGHTS
- HIV/AIDS AND PRIMARY HEALTH CARE

### 1.3 Objectives of assessment

The purpose of the evaluation was to assess the project impact on the beneficiary community, make recommendations and document lessons learnt. The scope includes an assessment based on the following: -

- ☞ Project relevance:
  - ☞ Rationale and context of the project at its inception
  - ☞ Changes in project context during implementation
  - ☞ Relevance of the project in relation to partner country priorities at the time of evaluation and in relation to priorities at various levels in the partner country—National, district and sub county level.
  - ☞ Project relevance in relation to beneficiary needs (individual and community)
  - ☞ Relevance in relation to donor/ support office priorities and Relevance of the intervention strategies employed.
- ☞ Project Efficiency:
  - ☞ Project progress compared to plans
  - ☞ Costs and utilisation of resources compared to budgets and plans
  - ☞ Achievement of results
  - ☞ Results in relation to resource utilisation
  - ☞ Adequacy of the planning processes
- ☞ Project effectiveness
  - ☞ Actual or expected achievement of objectives at the time of evaluation
  - ☞ Factors and processes affecting the achievement of objectives
- ☞ Beneficiaries' participation/satisfaction:



- ☞ Participation of both primary and secondary beneficiaries in the planning, implementation and monitoring of the project activities
- ☞ Level of satisfaction of different categories of beneficiaries with the programme outputs

#### Project Impact:

- ☞ Local priorities, needs and demands
- ☞ Foreseen and unforeseen impacts on target groups and other affected parties
- ☞ Factors and processes which explain project impacts

#### Project Sustainability:

- ☞ The extent to which the project is/ will be come sustainable
- ☞ Factors affecting sustainability

#### Lessons Learned:

- ☞ Document operational lessons (related to the project itself)
- ☞ Document developmental lessons (related to the societal consequences of the project)

#### Expected Outputs

A report detailing the findings based on the TOR and scope of work.

## 2.0 NEBBI DISTRICT INDICATORS AND PRIORITIES

INDICATOR	NEBBI DISTRICT	SUB COUNTIES	
		NEBBI	PAIDHA
Population	460,989	16,809	25,583
Male to Female ratio	48%; 52%	48%; 52%	47.4%; 52.6%
Area	3,288Km <sup>2</sup>	1,373Km <sup>2</sup>	123.7km <sup>2</sup>
Development Index	0.3165		
Literacy Rate (Adult)	47.3%		
Sex ratio	52:48		
Mean household size	4.5	5.08 persons	
Number of schools - Primary		9	13
- Secondary	21	4	1
Cope Centres	20		
Total Fertility Rate	6.9%		
Infant Mortality Rate	772/100,000 L.B		
Maternal mortality rate	576/100,000L.B		
Life Expectancy			
Number of Health Facilities	47	5	3
Population Doctor Ratio	10 drs only		
HIV/AIDS prevalence rate	6%		
Average Distance to health unit			
Clean safe water coverage	56%		
Safe Sanitation Coverage	59%	53%	
Average distance from water source of water			
School Enrolment Primary		6,010(2003)	7,112 (2003)
Number of Government aided primary schools	203	9	9
Number of Govt aided secondary schools	10	2	1
Pupil teacher ratio	104:1	65:1	63:1
Pupil Desk ratio	10:1	6:1	6:1
Pupil Classroom ratio	102:1	119:1	104:1

<b>Administration</b>			
LC1 (Villages)	1,222	33	82
Parishes	84	3	6
Sub-counties	16 + 3 Town councils	1	1
Counties	3		1
Population Density			206.8 per sqm
Number of National NGOs			
Number of International NGOs			

**DEVELOPMENT PARTNERS IN PAIDHA AND NEBBI SUB COUNTIES**

	PAIDHA	NEBBI DISTRICT
1	Caritas Nebbi	World Visio International
2	Life Concern	UNICEF
3	AFARD	EDF/EU MPP support
4	NASON	Care Uganda
5	CUAM	Uganda Red Cross
6	NGO Forum	Uganda Society for Disabled Children
7	ActionAid Uganda	World Bank CHILD
8	ASED	MS Uganda
		CERFORD
		RNE Dutch Government
		ULGDP
		ACTION AID Uganda
		CUAMM
		SNV
		ACORD

ACORD: Agency for Cooperation in research and Development  
 CUAM International College of Health Cooperation in developing Countries  
 CERFORD Community Effort For Rural Development

*The mission of the district is to serve the community through the coordinated delivery of services, which focus on national and local priorities and contribute to the improvement in the quality of life of the people in the district of Nebbi*

District priorities are:

- ☞ Food production
- ☞ Preventive health
- ☞ Education (Access; Quality and Equity)
- ☞ Improved water and sanitation coverage
- ☞ HIV/AIDS prevention

Agriculture employs 85% of the district population. 40% of the produce is sold. Agriculture extension has been modified to integrate agriculture with other community options for development using village level participatory approach (VLPA). Agriculture employs 80% of the working female population. Therefore, Caritas Nebbi interventions especially in the food production is complementing district local government efforts.

## **3.0 METHODOLOGY**

The Evaluation Team was independent in its choice and implementation of its methods of work throughout the entire evaluation exercise. However, participatory approaches were used in collecting data and arriving at major findings, emerging issues and recommendations, which form the bulk of this report. The Evaluation Team used this method of work:

### **3.1 Clarifications of Terms of Reference and preparatory meeting**

The TOR were broad. Caritas Nebbi Management, staff and the Evaluation Team meet for a whole day in Nebbi to review/clarify the TOR and plan for the implementation of the Evaluation exercise.

### **3.2 Review of the Existing Reports**

Caritas Nebbi made available to the Evaluation Team existing reports and literature. These reports enabled the Team to gain grasp of historical evolution of caritas Nebbi activities under the Caritas Norway partnership, the issues and challenges that have been confronted and the fundamental issues that need to be confronted.

### **3.3 Sampling of Areas, projects and persons to be interviewed**

Caritas Nebbi provided a list of project areas, projects, groups and names of beneficiaries to the Evaluation Team. The Team used a combination of Systematic and Random Sampling Techniques to identify the project areas, projects, groups and persons visited as indicated in the Annex.

### **3.4 Design of Questionnaire**

The Evaluation Team designed relevant Questionnaires to collect the data required from various sources for the evaluation.

### **3.5 Conducting Structured Interviews**

The Team conducted interviews with selected groups and individuals at Caritas Nebbi headquarters, in the field, and Project Areas (see schedule of people interviewed in the Annex).

### **3.6 Administration of Questionnaire**

Four different types of questionnaires were administered to Caritas Nebbi staff and project beneficiaries at all levels. The information collected proved to be a valuable source of information to supplement reports, interviews and the field visits.

### **3.7 Holding Focus Group Discussions**

Focused Group discussions with Field Co-ordinators, Parish Coordinating Committees and Project beneficiaries in the sampled areas.

### **3.8 Field Visits**

In-depth interviews and critical observations were carried out with key stakeholders in their localities or where the project activities were located. This provided very vital information especially in corroborating the information gathered from reports, personal interviews and the reality on the ground.

### **3.9 Data Collection, Tabulation, Analysis and Interpretation**

A combination of the above methods a data collection enabled the Evaluation Team to generate adequate information, facts and figures for tabulation, analysis and interpretation and subsequent writing the evaluation report.

### **3.10 Constraints**

The assignment was undertaken at a period before the festive season and most of the staff and other stakeholders were busy with end of year activities. However, the core stakeholders were available to the team and provided insights that have contributed to this report.

## 4.0 MAJOR FINDINGS

### 4.1 Assessment of the Project Relevance;

#### Introduction

The following analysis is limited to the rationale and context of the project, beneficiary needs and those of the partner country. A baseline survey commissioned by Caritas Nebbi and undertaken by AFARD consultants in Nebbi in May 2003 revealed a number of community needs among other variables that the survey sought to establish. The major findings that make the interventions implemented by caritas Nebbi relevant include:

#### HOUSEHOLD ECONOMIC ACTIVITIES

- ☞ 74% of the sampled households had farming as the main source of livelihood in the project area
- ☞ 80% of the households in the sampled area were food insecure
- ☞ 95.7% of the sampled households use traditional tools for cultivation
- ☞ 1.7% of the sampled respondents had been visited by an extension agent in the last 12 months

#### HIV AND AIDS

- ☞ 100% of the respondents sampled had heard about HIV and AIDS
- ☞ Over 80% of the respondents had been affected directly or indirectly by HIV and AIDS
- ☞ 75% had heard about VCT and were willing to embrace it
- ☞ Prevention strategies were limited and radio provided the highest medium of communication on HIV and AIDS messages

#### CITIZENSHIP BUILDING & PARTICIPATION

- ☞ 46.7% of the sampled respondents participated in the planning of their development activities.
- ☞ 69.2% of those who participated in the planning did so in the implementation as well
- ☞ 39% were dissatisfied with the development projects in the community
- ☞ High levels of gender imbalance in the development activities

Despite the sample frame for the baseline survey being small (90 households) to generalise the findings, the results of the survey indicate that the programme interventions implemented by Caritas Nebbi were acutely felt needs at the community and gaps existed. Therefore warranted action and was the basis of intervening. The above needs were further discussed and prioritised by the stakeholders during the planning processes.

## 4.2 PROGRAMME STRATEGIES

The following strategies were identified:

- ☞ Community empowerment through training;
- ☞ Community mobilisation,
- ☞ Partnership with stakeholders;
- ☞ Communication and advocacy and
- ☞ Counter part funding

### AN ASSESSMENT OF THE STRATEGIES

Given that the interventions implemented by caritas Nebbi under the partnership arrangement are both soft and hardware, the strategies identified were appropriate. However, there is need to streamline the community contribution in terms of the revolving inputs. Advocacy initiatives requires to address issues like societal needs and an example of a primary school blown by the strong storms in September 2003 in Padeo Olyek needed sustained community pressure to get service providers to take action. Caritas Nebbi in our opinion will need to share these strategies with other actors because of the benefits and the uniform approach that can be used to address community needs.

## 4.3 ASSESSMENT OF PROJECT IN RELEVANCE TO COUNTRY PRIORITIES

The Government of Uganda since 1997 has embarked on a poverty eradication programme (PEAP) as a framework to coordinate efforts against poverty by all actors. PEAP framework as well addresses the issues raised in the Millennium Development Goals (MDG). The pillar that seeks to improve the quality of life is in line with the interventions implemented by Caritas Nebbi. In addition, the other policy frameworks initiated by government include:

- ☞ Programme for Modernisation of Agriculture and National Agricultural Advisory Services
- ☞ Local Government Act and Decentralisation policy
- ☞ Universal Primary Education
- ☞ National Strategic Framework for HIV/AIDS and Uganda AIDS Commission with recent enactment of an Orphans and Vulnerable Children Policy
- ☞ Democratisation and opening of political space through the contested Political Organisations Bill
- ☞ National Health Policy and Minimum Health Care Package

The above policy frameworks are in line with the key areas of interventions of Caritas Nebbi. At district and sub county level, Poverty Action Funds set up by government of Uganda are meant to support the priority poverty areas e.g. food production, water, education and health (PHC) is a manifestation of how Caritas Nebbi areas of intervention are relevant and appropriate and complement government efforts at all levels. Caritas Nebbi therefore is complementing government efforts and intervening in the areas that are prioritised and have a policy framework to provide guidance.



#### 4.5 PROJECT RELEVANCE IN RELATION TO BENEFICIARY NEEDS (INDIVIDUAL AND COMMUNITY)

The project works through the established church structures. The Catholic Church structures are well spelt out right from the Diocese up to the Basic Christian Community (BCC). The Parish Coordinating Committee (PCC) coordinates respective zones and basic Christian communities in their respective areas of jurisdiction. This reflects the bottom up approach to planning, implementing and monitoring of project activities.

The project prioritised the needs of the community that were identified in a participatory process by the various stakeholders through village sub parish and parish committees.

#### 4.6 PROJECT EFFICIENCY

This section assesses progress against project plans with a cost consideration for the implementation of the interventions: -  
PROGRAMME OBJECTIVE AND ACTIVITY ACHIEVEMENT MATRIX FOR HUMAN RIGHTS AND FOOD SECURITY PROGRAMME 2001-04.

S/N	OBJECTIVE	PLANNED ACTIVITY	TARGETS SET	ACTUAL ACHIEVEMENT	COMMENTS
1	To increase the capacity of the local communities to Participate in the planning, Management, monitoring and evaluating development programmes within the Church structure	To train parish leaders through training/education classes, seminars, refresher courses, workshops and study tours/visits to the relevant areas to ensure that they are continually stimulated and challenged to effectively engage in social development.	By the end of the Programme period at least 4 training Workshops conducted  will have been organised and outcomes Utilized for the 2 focus Parishes (Nebbi and Paidha)	104 leaders trained in community development and resource Mobilisation team building	Training is done With big groups Which may not allow Equal participation of all.
		To enhance the local community's Skills in lobbying and advocacy			

S/N	OBJECTIVE	PLANNED ACTIVITY	TARGETS SET	ACTUAL ACHIEVEMENT	COMMENTS
	To co-ordinate and assist the local communities of the two parishes to improve on their social economic welfare through Enhancing participatory integrated activities for Food sufficiency, Extension, health and Income generation	To increase food production of five major crops by 50% 500 households by end of 2004		Assorted seeds distributed to 489 households in the two parishes of Nebbi and Paidha	Seeds procured through Nebbi Farmers Forum are
		To ensure that programme/project inputs are delivered to the right target groups and interventions are timely and Cost effective			Appropriate
		To increase incomes of 20 groups in the Two parishes through skills training and Support savings and credit scheme by the End of 2004	Guidelines and procedures revised 10 groups trained Credit committee facilitated 250 clients receive Loans	Credit policies completed  Paidha and Nebbi groups trained 6 committees facilitated with a bicycle for credit supervision 238 clients served 102 male & 136 female All 6 communities reached	
	To facilitate reduction In transmission of HIV And AIDS through Behaviour change in 70% of the sexually Active groups in the Programme area	Train peer educators/contact persons		32 peer educators trained Peer educators train communities in Prevention and management of HIV and AIDS 8 video shows in HIV and AIDS shown in The communities and schools	HIV and AIDS is Being done with Other actors
		To build the capacity of the community to care & support PLWAs and those affected within the programme area		1553 community leaders trained in HIV and AIDS education, mitigation and stigma 6 Video shows conducted in the community Drama and singing gala held in the Community	
	Enhance the capacity of Caritas Nebbi to deliver Effectively programme outputs	Train personnel in thematic areas of focus		3 personnel trained in HIV and AIDS; pastoral care and counselling The Focal person for HIV and AIDS has Made an exposure visit to Lusaka 1 staff has been trained in lobbying and advocacy Meetings held with other stakeholders that	Training needs assessment should Be undertaken as a basis for staff Development in future

S/N	OBJECTIVE	PLANNED ACTIVITY	TARGETS SET	ACTUAL ACHIEVEMENT	COMMENTS
				Include and not limited to Action AID, CEFORD, AFARD, CARE and LCs Produced and availed NUSAF information Participated and produced the Nebbi district Women council 3 year strategic plan	
	To strengthen Organisational Capacity of 3 diocesan Caritas offices	Staff trained in specific areas of interest  Material resource capacity of the Caritas Nebbi office enhanced		1 staff trained society transformation (S.A) 2 staff trained in organic commercial farming In 1 week workshop in Kenya 2 staff trained in computerised accounting Package (Tally) in Kampala 2 Motor cycles purchased Filing cabinets and desks procured	
	Increase the observance & respect of the basic Human and legal rights In the local communities	The 6 focus communities trained in Human rights awareness		460 people from the 6 communities Sensitised in human rights Training materials translated in Alur a local Language	
	To improve gender Relations at Community and Organisational levels By ensuring that 60% Women's active Participation in Decision making			110 district, county and sub county women Council committee members trained in Leadership and assertiveness Facilitated the drawing of the Nebbi district Women council strategic plan 12 sensitisation seminars held in the focus Communities held by gender promoters	



The Evaluation Team summarized the above findings as follows:

- ☞ Caritas Nebbi has been able to effectively increase the capacity of the community and staff as planned. However, the parish coordinating committee members and staff feel more should be done to build their capacities as an on-going activity.
- ☞ Caritas Nebbi succeeded in diversifying the resource base but this did not result into increasing its financial stability due to expanded needs in the communities and limited resources mobilized outside the traditional sources.
- ☞ Caritas Nebbi did provide the necessary back up to the Credit activities but we were unable to verify the performance of the loan portfolio. The loans target the able poor who are involved in some form of enterprise already. There will be need to improve movement of cash collected at group level and targeting of the beneficiaries. Caritas Nebbi should contemplate implementing the credit component independent of other social programmes to avoid conflict of approaches.
- ☞ Caritas Nebbi has instituted Planning, Monitoring and Evaluation systems and maintains very clear Monitoring and Evaluation reports that were developed with assistance from Caritas Uganda.
- ☞ Caritas Nebbi is rated very highly by beneficiaries, both local and Government officials in Service Delivery and management of programmes. However, the changing weather patterns and late remittance of funds has led to considerable delays, frustrations and less productivity due to poor timing of agriculture seasons.
- ☞ Caritas Nebbi has very effective networks with other development actors.
- ☞ Caritas Nebbi produces annual reports and maintains proper books of Accounts, which are audited annually and promptly produced with clear Management Letters spelling out areas of weaknesses, which need improvement. Caritas Nebbi Management has been pro-active in responding to the issues raised in such letters.
- ☞ Human rights and gender interventions have been implemented with focus on increasing capacity of the community members to realise their rights and claim them. There is a human rights and good governance manual translated in the local lingua franca, which is commendable. However, there will be need to mainstream human rights and gender interventions in all other activities.
- ☞ HIV/AIDS activities have a significant focus on the awareness but less on material support to facilitate VCT and PLWA areas of interventions.

The Evaluation Team identified a number of issues, which include lack of a systematic Human Resource Management programme; further attempts to widen resource base to match the increased needs; need for Caritas Nebbi to divest itself from implementing Credit programmes; developing new innovative development approaches to deal with the ever-changing weather patterns specifically the dry spell.

#### 4.7 Assessing Costs and utilisation of resources compared to budgets and plans

Caritas Nebbi has received funding to the tune of Uganda Shillings 576,311,476/= (as at June 2004). The utilisation of resources given the achievements documented and verified has been efficient.

FY	ANNUAL COSTS US \$
2002	61,655,063/=
2003	342,921,357/=
2004	171,735,058/=
TOTAL TO DATE	576,311,478/=

An assessment of the programme costs indicates that interventions implemented are cost responsive and the best is done to get value for money from all services and goods procured. The revolving inputs and credit components are viable interventions that enhance continuity.

#### 4.8 Resource Management

##### *Financial Resources*

The project keeps proper books of accounts, which are regularly updated. Caritas Nebbi has computerised its accounts using the Tally package. The latest audit reports show that systems and procedures over the 2-year period have been adhered to in accordance with required standards. Planning for funds was done through a participatory process (bottom up). Cash flows are prepared and these are in line with budget lines and with approval from Caritas Uganda. The project has a well-maintained goods store with proper systems of entry and exit of items.

*Human resources:* - The Project Coordinator and the core team at the project office facilitate the implementation of all activities in the project area. These are shown on the table below:

	NAME	DESIGNATION	QUALIFICATION	YEARS WITH CARITAS NEBBI PROGRAMME
1	Fr Ocamgiu Geoffrey	Coordinator	M.A development Studies (UMU)	2001 to date
2	Silver Odar	Accountant	Diploma	2002 to date
3	Dokutho Christ bell	Credit officer	Higher diploma in Marketing	1 year and 6 months
4	Welmwatho George	Field staff	Diploma in Agriculture	6 Months
5	Opio Virgilio	Field staff	Certificate in Agriculture	As above
6	Okwong Gloria	Secretary	Advanced certificate in Business studies	As above
7	Ronald Thonyuthu	Driver	S.4	1 and half years
8	Opar Fred	Watchman	P.5	2001 to date
9	Mary Mafumbu	Gender officer	B.A	2002 to date
10	Fr Ayelangom	HIV/AIDS focal person	M.A student	1 and half years
11	Fr Kermondo James	Lands (Part time Caritas)	M.A	2001 to date

*Capital Assets:* The assets found at the project are listed in the table below. They are all in a working condition and are adequate for the project operations. .

NO	ITEM	QUANTITY	CONDITION
	TRANSPORT		
1	Motor Vehicle	1	Good
2	Motor Cycles	2	Good
3	Bicycles	32	Good
4	Computer & Accessories	2	Sound
5	Printer	1	
6	Television set and video recorder	1	
7	Honda Generator	1	
	FURNITURE		
8	Tables and desks	6	
9	Chairs to include office and plastic	34	
10	Filing cabinets	4	
11	Office Building	1	

#### PROGRAMME MANAGEMENT

Structures are in place for the proper, efficient, and sustainable management of the Caritas Nebbi programme in Nebbi district. As alluded to already, these structures need strengthening. Management at the lower level needs to understand the partnership and become active.

#### OVERALL ASSESSMENT

The programme implementation of the Caritas Partnership in Nebbi Catholic Diocese is on course. A firm institutional foundation has been laid for the programme to smoothly operate, as well as consolidate and scale up the achievements, even after the expiry of the stipulated duration. The leadership at top level has been proactive and are engaged in implementing activities jointly with other stakeholders like (AIM, district and local government and other CSOs like ActionAID, Care, etc)

#### **4.9 ASSESSMENT OF PLANNING PROCESSES**

Organizational Learning is well established

Findings: Caritas Nebbi has a well-established planning and communication system. The planning process begins from the Parish to the diocesan level that finally prioritises and vets activities to be implemented in any given year. The evaluation team was able to verify from the minutes at parish level. The annual review and planning meeting attended by one of the consultants revealed that the exercise is rated highly and involves all stakeholders.

#### **4.10 GROUPS MANAGEMENT AND GROUP DYNAMICS**

Caritas Nebbi's approach to community development is to work through and with groups to ensure their self-development with minimum external support. The evaluation team chose to sample the groups that Caritas Nebbi is working with in the parishes and had discussions with their representatives.

The findings indicate that the programme in Caritas Nebbi is being implemented by six groups, namely: Jupangira, Jupumwoco, Padea Olyeko, Thatha, Arisi and Azingo. These groups are at various levels of development and need to be nurtured to grow well. We assessed the group performance based on certain parameters like, management practices and registration status. Most of the groups that were visited in Nebbi were still nascent and informal. The documentation of their activities was still weak; group executives were more active in the meetings. Most of the groups did not have written down guidelines (constitution) and hence operating on ad hoc basis. However, since most of the groups were operating under the auspices of the parish, they benefited from the organisational network structures based on pastoral activities.

The review team therefore recommends that Caritas Nebbi management embarks on groups strengthening in general. Efforts to formalise their existence will go a long way in building groups to stand on their own and attract resources from other partners.



## 5.0 PROJECT IMPACT

The impact of Caritas Nebbi has been described by many stakeholders as excellent, very good, good and much appreciated due to what the interventions of Caritas Nebbi being implemented by the core staff and parish partners. The Bishop of Nebbi Catholic Diocese remarked, **"Nebbi Diocese is benefiting a lot from Caritas Norway partnership and we are happy. The impact of the interventions is felt in the communities and this gives credit to Diocese. The Programmes being implemented are relevant and are answering the needs of the people. Caritas Nebbi programmes continue to unite the people of Nebbi diocese."**

Testimonies from the beneficiaries are full of praises to Caritas Nebbi because of the changes in their lives as result of participating in Caritas Nebbi programmes. For instance, Mr Okech Geoffrey from Jupa Ngira said, **"I received training and only 10kgs of Soya beans but within three months I have already harvested 3 bags from one season. I plan to plant seeds equivalent to 1 bag, use 1 bag for domestic consumption and sell off 1 bag to raise income for school fees and other domestic needs. Prior to this, I was just idling at home not knowing that I can use improved seed varieties to improve the yields"**.



Demonstration Onion field in Japa Ngira in Nebbi Parish

The staff of Caritas Nebbi who are also the immediate beneficiaries of this programme are equally happy of its impact. Fr. Geoffrey Ocamgiu, the Caritas Director was full of praises for the impact of this programme. He was of the opinion that this programme has performed and the community members are able to attest to it. They have focussed on areas that were remote and marginalised underserved like Arisi, Padea Olyek and the beneficiaries are appreciative.

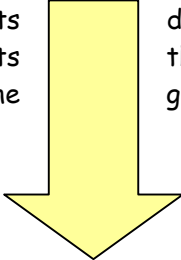
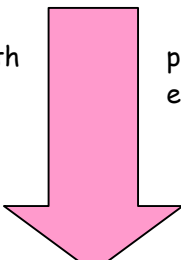
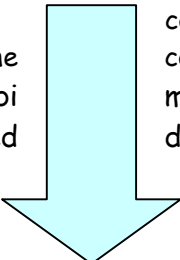
However, the Agriculture coordinator Fr James thinks otherwise. For him the challenges of impact are many and this includes sustainability of whatever caritas Nebbi has achieved given the funding levels that will certainly diminish. The Evaluation Team concurs with all the above views. The impact could have been more if the extension staff had been recruited earlier and deployed in the project areas. Caritas Nebbi also needs to identify the right mix between capacity building and provision of core inputs given the fact that the revolving inputs have to circulate to other group members. Operationalisation of the human rights and good governance components needs to be re-focussed; however, this could be handled at national level.

Under the human rights and good governance, the outcomes that are worth noting include;

- ☞ Children's rights and responsibilities are now understood by the community in the focus areas
- ☞ Girl child education is valued and local leaders emphasise the need to have girls and boys in school
- ☞ Men and women now participate in farming and share in the roles and responsibilities equally
- ☞ Forced widow inheritance, a common cultural practice in Alurland is declining and succession planning being practised
- ☞ Representation of all gender on all leadership structures is visible and improves on articulating gender specific needs

## 6.0 PROGRAMME CONSTRAINTS

Despite the progress made by Caritas Nebbi through the implementation of the Human rights and Food Security programme interventions, a number of challenges remain, and these were mentioned as: -

PROGRAMMATIC	ADMINISTRATIVE	EXTERNAL
<p>These constraints deal with programme related constraints that have affected the delivery of the goods and services</p> 	<p>These deal with constraints procedures and systems established by Caritas Nebbi</p> 	<p>These constraints are outside the control of Caritas Nebbi but have affected the delivery of services to the beneficiary population</p> 
Inadequate facilitation	Low incentive and motivation	
Some inputs not suited to local needs	Under-staffing and workload	Climatic changes -harsh weather conditions
Inadequate interaction and sharing between parish groups	Insufficient Monitoring and supervision	Political instability (the northern conflict affecting transport of inputs and persons)
Being time bound fixes very tight and at times ambitious targets	Little provision for staff capacity building	Macro-economic changes and price fluctuations
Revolving fund is inadequate compared to the needs	Little presence and visibility in the sub county plans	Misunderstanding of the politicians of the human rights programme
Poor markets and low agricultural prices	Transport facilitation for the extension staff is inadequate for activities that run concurrently	
Access to VCT services for some of the project areas is difficult (Padea Olyek and Arisa)	Poor flow of information between the centre and the parishes and vice versa	
Weak and informal nature of groups		
Some of the Negative community attitudes		

## 7.0 THE SUSTAINABILITY OF CARITAS NEBBI INTERVENTIONS

Sustainability is related to the capacity of local communities to manage and maintain matured projects to enable external support to be phased out from those communities. It is the test of viability and effective institutional building. The numbers of projects initiated by that have matured and achieved self-financing and self-reliance are direct measure of Caritas Nebbi's capacity building process.

The Evaluation Team found sustainability of Caritas Nebbi interventions having low level of in built sustainability. Throughout the evaluation exercise all people interviewed were very worried of the future of development interventions supported by Caritas Norway should the support end.

Luckily, enough some of the interventions have in built sustainability components like capacity building, revolving inputs, credit schemes but most of them have not been well managed to the extent that in some cases the very core concept of sustainability has been lost. The revolving inputs needs to be managed well such that the benefits outlive programme-funding period.

A closer examination of Human Rights and Food Security programme indicate that income from external sources accounted for about 98% of total receipts. This is as good as saying that the programme is 100% donor funded which implies that Caritas Nebbi can close shop almost immediately if the main funding Agencies for Caritas Nebbi programmes pull out. However, the local community contribution in terms of the following items is worth mentioning:-

- ☞ Parish and BCC Committee members
- ☞ Land for demonstration plots
- ☞ Time and commitment of the beneficiaries of the programme

The Evaluation Team has therefore identified the following issue in as far as sustainability is concerned:

- ☞ The concept of sustainability itself is not clearly understood
- ☞ Sustainability is an illusive issue in Caritas Nebbi and far from being realized, it should be in terms of sustaining benefits.
- ☞ Heavy reliance almost 100% on external funding for development initiatives.
- ☞ Inability of Caritas Nebbi to make reasonable local contributions to support food security and human rights programmes.

## 8.0 LESSONS LEARNT

A number of lessons have been learnt because of the implementation experience. Some of the lessons documented and worth noting include the following: -

1. Targeting of the beneficiaries and geographical areas of focus aligns the resource use, avoids wastage and impact can be seen in the short to medium term. Specific lessons include; Padea Olyek and Arisi are areas that are under served in terms of services. Caritas Nebbi decision to support the development initiatives has a significant impact on the ability of the community members to participate.
2. Working through the group approach builds on the community approach towards development. However, groups need to be nurtured to maturity and self-sustenance.
3. Networking and collaboration practically bears fruits if all the key stakeholders in the relationship are proactive and working towards a common agenda.
4. Participation of community members in planning is significantly related to the increased role of key stakeholders in the ownership process.
5. Networking and collaboration with partner organisations enhances the effectiveness of responses to community needs.

### 8.1 PARTNERSHIP DYNAMICS

The findings revealed that all the members of the partnership arrangement had stuck to their roles and responsibilities. The memorandum of understanding had been duly signed by all partners. The partnership board regularly meets to discuss programmatic and administrative issues.

In terms of roles, the national office was providing the support supervision as evinced from the diocesan Caritas records. However, programmatic thematic support to the diocese was limited. On the other side, dioceses were playing their part in ensuring the set objectives are met effectively and efficiently. They have been able to translate the planned objectives into activities at parish level. The necessary implementation structures have been put in place and greatly benefiting from the well elaborate Catholic Church structures. However, at Parish and BCC level the partnership principle seemed not to be well internalised and they saw themselves as beneficiaries of the external support thus making them susceptible to the syndrome of dependency. The confidence expressed at diocesan level about partnership was not evident at parish and the lower levels.

Caritas Norway has equally maintained the role of ensuring the financial resources are made available to ensure effective and efficient implementation of the programmes. At the beginning the partnership, dioceses expressed the late disbursement as one of the constraints. This constraint has been overcome with time and disbursements are made on time and in case of delays then the information is shared with the partners early enough to allow scheduling and exploring other alternatives.

## 9.0 CONCLUSIONS

Largely the programme implemented by Caritas Nebbi is on the right track. There are significant milestones scored against the set objectives in the programme protocol. Despite the success, there have been constraints that have impinged on the progress and some of them include the weak nature of the community groups, inadequate facilitation for the parish based volunteers, limited inputs, and harsh weather leading to poor yields.

## 9.1 RECOMMENDATIONS

Against the above backdrop, the following suggestions have been made to improve implementation of the interventions over the remaining period: -

- a) Strengthen the groups and ensure that they formalise their existence to support future continuity of the programme benefits. Practically increase the capacity of the groups to document their experiences and write constitution/guidelines to enable them register even at sub county level.
- b) As part of strengthening the partnership, Caritas Nebbi in collaboration with Caritas Uganda, organise a workshop to internalise the concept of sustainability and phase out. The remaining period is critical for establishing sustainability measures within the programme interventions.
- c) Caritas Nebbi should start embarking on how to consolidate the credit component and ensure it becomes autonomous. The free inputs to farmers versus the credit for economic empowerment sends mixed messages to the programme beneficiaries. Establishing a separate unit to handle credit is suggested. Transportation of the cash from the clients at community level needs to be improved. A small portable safe and collection schedule needs to be addressed by management.
- d) There is need to increase participation of all programme stakeholders in programme activities. This could be done at field (parish level) and at diocesan level. Sharing of information, [particularly on the size of the available resource envelope](#), by all is recommended.
- e) To improve supervision and visibility of Caritas Nebbi at parish level, the field extension staff may have to be deployed to the parishes depending on the level of facilitation available at parishes.
- f) The human resource management function needs to be revisited. Staff development should be based on training needs assessment and performance appraisal. These need to be put in place or approved by management.
- g) Caritas Nebbi should work towards strengthening local civil organisations (Caritas Associations in parishes) and support their institutional growth of the CBOs and small groups of the poor by enabling them be legal entities and put in place and sustain basic internal governing structures which are essential to the realisation of their objectives.
- h) Engaging with local governments to promote knowledge of their functions in the community and supporting community groups to participate and influence planning processes.

