

EVALUATION OF  
THE UGANDA NATIONAL ASSOCIATION OF THE BLIND  
(UNAB)

External evaluation commissioned by the Norwegian Association of the Blind  
and Partially Sighted (NABP)

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Kjerringvik and Nairobi  
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## Summary

This report describes the results of an external evaluation of the Uganda National Association of the Blind (UNAB), commissioned by the Norwegian Association of the Blind and Partially Sighted (NABP), and carried out by Tove C. Kittelsen and Phoebe Aoko Okungu. The evaluation will be used by NABP as guidance on whether adjustments and improvements are due in the NABP-UNAB project and for planning a two year phasing out period. Details on the aim, objectives, and the scope of the evaluation can be found in the attached Terms of Reference.

UNAB was established in 1970 as one of the first Disabled Peoples' Organisations (DPOs) in Uganda. The association has had its ups and downs over the last decades, but is currently a well recognised DPO in Uganda. UNAB also has a good standing with donors in general, as well as with the African Union of the Blind (AFUB), the World Blind Union (WBU), and with other DPOs in Uganda. Further, the relevant line Ministries within the Government of Uganda (GoU) also speak highly of UNAB, both as partner and as a "watch dog" advocating for the rights of VI persons. The report points out that the GoU has developed good policies for the inclusion of disabled persons in all realms of society, as well as several programmes intended to benefit the various groups of disabled persons. However, it is also noted that implementation is still lacking to a large degree.

### NABP-UNAB cooperation

NABP has supported UNAB financially since 1994. In addition to financial support, NABP's obligations include administrative and organisational support. The current agreement between NABP and UNAB has the following objectives:

- to strengthen UNAB and assist it in becoming a sustainable organisation with nationwide coverage, able to advocate the rights of the visually handicapped.
- to assist UNAB in finding suitable income generating projects that will give the organisation a financial base that will enable UNAB to provide services to their members.
- to make UNAB an organisation that will be used as a resource when planning activities involving or concerning the blind and visually impaired in Uganda.

### UNAB as a member organisation

UNAB is seen as a well functioning member organisation in general, although a few points are made regarding the need to ensure increased participation of women (and youth), as well as for developing the local branches. The branches are currently dependent on UNAB National and HQ staff for training and implementation of activities. UNAB has an impressive 42 local branches, but it is suggested that a new model for local representation and nationwide activities should be developed due to lack of funding and human resources. UNAB's cooperation with local administration is very positive and should be continued. UNAB does still not have a register of individual members, while this would possibly strengthen the organisation both in terms of establishing direct relations to its beneficiaries, as well as towards donors and GoU.

### UNAB as employer

UNAB currently employs 22 staff in total. The Chair Person and other Board members, as well as the Executive Director and other staff, underlined the good working relations within UNAB. The team also has the same impression. It is pointed out that job descriptions, as well as the document regulating staff terms and conditions may need revision. The fact that UNAB has difficulties in recruiting and keeping external and qualified staff due to the low salary level should also cause concern. It is noted that the Executive Director takes on work and responsibility at all levels of the organisation, while he should probably delegate more

responsibility to other staff and spend more time on top level administration and management.

#### Financial management and fund raising

Financial management in UNAB is satisfactory, and UNAB has managed to attract quite a few international donors apart from NABP. Local fund raising has also been successful to a certain degree, but improved fund raising skills could probably give improved results both locally and internationally.

#### Communication

Communication, in terms of information sharing, seems to be good within Kampala and between Staff and Board members. Communication between HQ and branches lacks efficiency, both due to a lack of means of communication, as well as lack of education and training in some cases. It is pointed out that good information sharing depends on properly functioning telephone/e-mail/internet facilities, and this is also a prerequisite for further development of activities and branches. For implementation and monitoring in the districts, a 4 wheel drive vehicle is recommended.

#### Planning and reporting

UNAB has a large portfolio and seems to be able to manage most of it in a proper manner. Planning is done in meetings at several levels, and projects and activities in general do not seem ad hoc or haphazard. Nevertheless, it is obvious that improved planning and reporting skills would improve on results. It is pointed out that, currently, written plans seem to be developed mainly in order to comply with donor criteria. Reporting is sparse and do not reflect the many good results that UNAB achieves. It is suggested that simpler planning and reporting tools be developed. It is of major importance that planning and reporting be seen as a meaningful task and not an extra burden to those in charge of implementation.

#### Advocacy

Advocacy is the area where UNAB seems strongest and where major achievements have been made. UNAB carries out advocacy activities both at national and branch level, although the main achievements are seen at national level and mainly in the education sector. It is noted that the focus within advocacy activities should possibly be shifted now.

#### Rehabilitation

The rehabilitation services that UNAB offers its members is what has the greatest impact on the lives of individual blind or partially sighted persons. The team visited Kayunga district, where several blind individuals presented improved standards of living and increased self reliance after rehabilitation. The report points out that the Nabumali Training Centre, the Hi-Tech Training Centre, and UNAB income generating activities for individuals show a range of positive results. However, needs for updated skills training, further development of the two training centres, and increased focus on income generating activities are underlined here. In order to develop a good plan for these improvements, it is suggested to hire a consultant to do relevant market research.

#### Further on implementation of activities

It is noted that UNAB seems to plan for more than what is possible to carry out with the current staff and resources. Nevertheless, what is actually carried out on the ground seems to be relevant and with great impact on the lives of people with visual impairments. UNAB deserves credit for this. Dedication is a characteristic of UNAB staff and Board. Donors other than NABP also have a very positive impression of UNAB, although they would like to see better planning and reporting skills.

### Income generation for UNAB

UNAB has initiated several projects that were supposed to be income generating, in order to ensure financial sustainability of the organisation. However, very little income has been generated in any of these projects over the years and the team considers income generating activities to be the weakest point of the organisation. It is noted that UNAB has never really *needed* to generate income, since NABP funding has ensured a financial basis for the organisation. It is also emphasised here that, according to the NABP-UNAB Agreement, NABP has the obligation to “assist UNAB in finding suitable income generating projects that will give the organisation a financial base that will enable UNAB to provide services to their members”. NABP should make sure to follow up on this obligation during the phase out period.

### Conclusions

The report concludes that the NABP-UNAB project can be said to be in accordance with its overall goal and that most of the objectives of the NABP-UNAB Agreement have been achieved. The team sees UNAB as a/an:

- sustainable organisation, both institutionally and financially, although still not with nationwide coverage
- organisation able to advocate with competence for the rights of the visually impaired in Uganda, currently with its strongest focus on education
- monitoring body of national advocacy, network and capacity building programmes, and with strong integrity
- good service provider to its members, but with room for improvement of certain services
- organisation initiating and running self help and employee programmes, although further focus on employment is recommended.

Further recommendations and ideas for the coming period are listed at the end of the report, and suggestions for a two year phase out plan are also included.

## 1. INTRODUCTION

### 1.1. Purpose of the evaluation.

The Norwegian Association of the Blind and Partially Sighted (NABP) has supported the Uganda National Association of the Blind (UNAB) financially since 1994. The support to UNAB is in line with the first two target areas included in the NABP International Department's current strategy (2006-2010), namely to:

- strengthen existing and/or new organisations of the blind and partially sighted by emphasising organisation building programmes.
- improve the lives of the blind and partially sighted through rehabilitation, education, vocational training and income generating programmes<sup>1</sup>.

NABP did an internal evaluation of UNAB in 2001. The current evaluation is an external evaluation, commissioned by NABP, and carried out by two external and independent consultants. The evaluation will be used by NABP as guidance on whether adjustments and improvements are necessary in the NABP-UNAB project, and for future planning of the project in general. Recommendations for a phasing out plan for NABP's support to UNAB are also part of the assignment. In addition to NABP itself, the evaluation report will be distributed to UNAB, The Atlas Alliance and NORAD.

### 1.2. Aim and objectives of the evaluation.

According to the Terms of Reference (ToR)<sup>2</sup> for this evaluation, the general aim of the evaluation is "to assess whether the project is in accordance with its overall goal to strengthen UNAB so that the association can work to better the quality of life of the blind and partially sighted in Uganda". Although NABP has termed this an evaluation of UNAB, the phrasing above indicates that NABP's obligations in the partnership are also under scrutiny. It was agreed during initial talks between NABP and the evaluation team that the focus would be on UNAB and its organisational structure, implementation processes, achievements, its standing, and future sustainability, while NABP's role would be commented on when found relevant by the evaluation team.

Further, the ToR mention that the objectives of the evaluation will be "an assessment of UNAB as a/an:

- sustainable organisation with nationwide coverage
- organisation able to advocate for the rights of the visually impaired
- monitoring body of national advocacy, network and capacity building programmes and an assessment of the actual outcome of these activities
- service provider to its members
- organisation initiating and running self help and employee programmes
- organisation running income generating projects for general income and to ensure sustainability

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<sup>1</sup> The third target area in the NABP strategy is to "combat blindness by initiating eye health treatment, prevention of blindness programmes and training of local health personnel in eye health". However, eye health programmes and prevention of blindness has not been included in the NABP-UNAB project.

<sup>2</sup> The Terms of Reference are attached here.

### 1.3. Scope of the evaluation

Again according to the ToR for the evaluation, the scope of work is described as an assessment and analysis of:

- project structure/organisational structure (included how UNAB structures function)
- financial management
- communication (within the organisation and with NABP)
- implementing process
- available resources (human and economical)
- the resource input and activities, relevance and sustainability, related to the project output

The ToR also lays out the criteria to be applied for the evaluation: effectiveness, progress, efficiency, impact, and sustainability. The criteria are defined in the ToR.

### 1.4. Evaluation methodology and information sources

The evaluation team consisted of Tove C. Kittelsen (Social Anthropologist / Consultant, Norway) as team leader and Phoebe Aoko Okungu (MA Special Education / Teacher Trainer, Kenya) as team member.

The team used qualitative methods of data collection. Methods included analysis of relevant documents, semi-structured interviews with a range of stakeholders<sup>3</sup>, field visits, and participant observation.

Before meetings and visits, the evaluation team discussed between itself the relevant issues to be covered, approaches, and possible questions to be asked. However, all meetings and visits were also conducted as ways of exploring relevant topics, by using “responsive interviewing” (Fretheim, 2007:39), rather than asking pre-defined questions in order to control the interviewee.

As the attached list of persons interviewed shows, information sources included UNAB Board and staff, and individual blind persons, as well as representatives from co-operating NGOs (local and international), donors, and relevant Government of Uganda Ministries. Most of these were approached in visits and meetings during the evaluation team’s one week stay in Uganda, while some were contacted directly or by phone afterwards. Although time did not allow for gathering information from all relevant sources, the team considers the sample of information sources to be adequate for the evaluation purpose.

UNAB representatives were present at all visits and meetings, but the team considers that persons visited/interviewed still felt free to express their views. UNAB Board members and staff were interviewed both in groups and individually. The team also travelled, dined, and took time off with some of the Board and staff. This created friendship and intimacy, and certainly made the week in Uganda a pleasant stay for the evaluation team. This was also explicitly appreciated by UNAB representatives. These situations were, however, also used for information gathering, using “an extension of ordinary conversation” (Fretheim, *ibid.*) as method, as well as participant observation. The team nevertheless considers the evaluation report to be adequately objective.

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<sup>3</sup> Please see attached list of persons interviewed.

## 2. HISTORY AND CONTEXT

### 2.1. Briefly on the history of UNAB.

The history of UNAB is described in some detail in the NABP internal evaluation of the project (2001), and in recent NABP reports to NORAD, and can be studied more closely in these documents if required. A few points of the association's history that are relevant to this evaluation will be mentioned here:

- UNAB was established in 1970 as one of the first Disabled Persons' Organisations (DPOs) in Uganda. Today, there are two other organisations of/for the blind in the country<sup>4</sup>. According to UNAB, it was first considered an organisation for the non-educated, but this has changed over the years.
- UNAB reached an "all time low" in the 80s, due to internal leadership problems and civil strife in the country. It was then reorganised by the Government, and elections for a new Board were held.
- UNAB was introduced to the World Blind Union (WBU) in mid 1990. Through WBU, UNAB received its first leadership training and other support, including the financial support from NABP since 1994. UNAB is connected to international blind organisations through the African Union of the Blind (AFUB) and WBU.
- UNAB's first permanent staff was employed only in 1993. The current Executive Director was appointed in 1995.
- UNAB has a Secretariat in Kampala. The organisation also runs a Hi-Tech Training Centre in Kampala and the Nabumali Training Centre in the eastern part of Uganda.
- The organisation has gained new credibility among its own members and in the general public over the last decade. This will be elaborated on below.
- During its many years of existence, UNAB has continuously faced problems of obtaining a good, permanent office with reliable communication facilities. However, UNAB has now (2006) managed to construct its own office building with NABP funding (reliable communication facilities still pending), and with possibilities of expansion.
- Securing local income and funding for the organisation has also been a permanent worry, and UNAB is still dependent on international funding agents.

### 2.2. Aspects of the socio-political and institutional context.

Uganda is per now relatively stable, in terms of politics, and civil strife in the north (and east) has come to an end. However, the country has great challenges in terms of poverty reduction, resettlement of IDPs, and further development of democratic structures and the national economy, among other issues. A long term UNAB representative claimed that the current political calm in the country allows for UNAB's expansion into more districts, and that the economic situation makes local fundraising for NGOs easier (albeit with a lot of competition between NGOs). In general, the situation in the country does not present any specific problem for UNAB and its work, but the environment for disabled persons and DPOs in Uganda is still challenging.

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<sup>4</sup> Uganda Federation for the Blind (UFB) was established by the GoU in 1953, with the objective of educating and rehabilitating blind persons. UFB now focuses on blind children, supplying training and school equipment, as well as implementing advocacy and human rights activities, in cooperation with GoU, UNICEF, and others. UFB and UNAB had a difficult relationship for a while, but now work together on various issues and vis-à-vis the GoU. Blind but Able (BBA) was established in 1992. It was initially a small project for blind girls, started by one woman (and with the help of some current UNAB Board members amongst others). It has later developed into an organisation running CBR, empowerment, and other activities. BBA is funded by Goal, SSI, and others. Donor representatives and GoU representatives alike were not able to describe the relationship between BBA and UNAB with any certainty and some seem to regard BBA as one of UNAB's projects.

The main characteristic of this environment is that it presents a positive side, in theory, but a rather grim reality. UNAB representatives, other NGO and donor representatives, as well as representatives of GoU Ministries, all claim that Uganda has “all the right policies” concerning the rights of disabled persons and their inclusion in all realms of society. For instance, The Disability Act describes the rights to equal opportunities of disabled persons in Uganda, including those of persons with visual impairments. Further, National Plans for Inclusive Education elaborate on policies and programmes within the educational system, that are meant to secure persons with disabilities good quality education. This includes assessment services, training of teachers of special Needs Education (SNE), provision of learning and instructional material, enforcement of recruitment of teachers of SNE in schools, and much more. Other Government programmes also include persons with disabilities. Further, a National Council of disabled persons has been established, there are Special Needs Education officers in 56 out of 82 districts (although not necessarily trained in the area of visual impairments), and The Government coordinates a CBR programme.

However, implementation of policies and programmes is often wanting. The two Ministry representatives interviewed for this evaluation put it quite bluntly: “The Government of Uganda develops the framework and policies, while we often depend on NGOs to implement these policies, and, to a large degree, with their own funding”. Further, although policies are in place, and there is political will, in most cases, to include disabled persons in all structures and realms of society, it often does not happen in practice. This may be due to lack of funds, as mentioned above, or due to ignorance or right out discrimination. There is, therefore, a lot of work to be done still for UNAB and its colleague DPOs. It should also be mentioned that Uganda seems to be a special case in Africa when it comes to DPOs. There are many strong DPOs in the country, lobbying the Government for implementation of policies and pressuring for change in attitudes and practices.

### 2.3. On UNAB’s recognition in society.

UNAB as an organisation has a lot of self-esteem, and with good reason, it seems. The team’s impression is that it has achieved good results in a range of areas. This will be elaborated below. UNAB also holds a strong position among disabled persons’ organisations (DPOs) in Uganda. For instance, UNAB has a good working relationship with the other major blind organisation in Uganda, the UFB<sup>5</sup>. Further, the relationship with the national umbrella organisation for disabled persons’ organisations, NUDIPU, is developing in a very positive manner. UNAB and NUDIPU have developed a joint advocacy agenda together with other DPOs, and also apply for funding for some joint projects. Although there have been some quarrels over funding and focus, NUDIPU regards UNAB as an important, knowledgeable and strong organisation, well equipped to fight for the rights of the blind and visually impaired persons in Uganda<sup>6</sup>.

UNAB also seems to have a very good relationship with the relevant line Ministries. The team met the Assistant Commissioner of Special Needs Education (Ministry of Education and Sports), who explained that UNAB works with them as a source of information on issues regarding blind and partially sighted persons. However, he underlined that UNAB also acts as a pressure group towards the Government. The Assistant Commissioner of Disability and

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<sup>5</sup> The UNAB Executive Director is currently also the Treasurer of UFB, while the current Director of UFB was for a long time the Chair person of UNAB. In fact, there is some confusion in the Ministries, as well as among donors, on whether or not UFB (and BBA) are parts of UNAB.

<sup>6</sup> During the team’s stay in Kampala, NUDIPU was on TV on prime time Saturday night. They made sure to also mention UNAB’s work during the TV program, and especially the important contribution of Mr. Victor Lucoro, the current UNAB Treasurer, who sits in the Senate of the Kyambogo University.

Elderly (Ministry of Gender, Labour and Social Development) also expressed positive views on UNAB's strong voice for VI persons in Uganda vis-à-vis the Government, politicians, etc. She described UNAB representatives as "bright, intelligent and very insisting!"

Further, UNAB has a positive standing with several international donors. The ones the team have talked with all underline the very strong advocacy skills of UNAB. Although some donors admit that UNAB's planning and reporting could definitely have been better, they nevertheless give UNAB a high score in general.

It is also worth mentioning here that UNAB is regarded very highly by AFUB, and is one of the two African organisations that were chosen by AFUB to pilot the Advocacy Training Project within the programmes for the *African Decade of the Disabled Persons (ADDP)* (UN, AU 1999-2009), with funding from Irish Aid. UNAB was picked to pilot this project because of its project strength and commitment in advocating for the blind. AFUB also uses UNAB to implement a Youth Programme, which will run for three years (2007-2009), focusing on *Knowledge on Democracy and Development*. The programme will be implemented in 10 countries in the whole of Eastern Africa, and UNAB has been chosen to host the training programmes for all three years. During the project implementation, youth between the age of 18 and 29 will receive training in leadership, human rights, legal frameworks, advocacy issues and HIV/AIDS. Further, AFUB has also chosen UNAB to implement a programme for women. The programme aims at empowering women with visual impairments to actively participate in the affairs of the African Decade of the Disabled Persons.

#### 2.4. The NABP-UNAB cooperation

As mentioned above, NABP started supporting UNAB financially in 1994, after a request had been received via the WBU in 1993 for such support. In the start, NABP only covered running costs for the office (including salaries). The financial support from NABP was later expanded to also include funding for an income generation project (diary farm), CBR training in several districts, UNAB branch development, the Hi-Tech Training Centre, advocacy activities, seed funds for individual income generation, and more.

From NABP's side, the focus of the co-operation has always been on organisational development, strengthening UNAB as a service provider to its members, and as a "watch dog" and a resource on visual impairment vis-à-vis the Government of Uganda. As mentioned, this is in line with the NABP's strategy for international cooperation. Further, the project also follows the Norwegian Government's Action Plan for Combating Poverty in the South, as well as guidelines on development co-operation from NORAD and The Atlas Alliance.

The annual budget from NABP to UNAB the last few years has been as follows<sup>7</sup>:

2005: 450.000 NOK (84.906 USD)  
2006: 650.000 NOK (122.641 USD)  
2007: 680.000 NOK (128.302 USD)

The amounts for 2006 and 2007 included funding for construction of a new office building. The plan for financial support for the coming two years is as follows:

2008: 725.000 NOK (136.792 USD)  
2009: 660.000 NOK (124.528 USD)

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<sup>7</sup> Current exchange rate used, i.e. 1 USD = 5.3 NOK.

The budgeted amount for 2008 includes funding for a new vehicle for UNAB, while the amount for 2009 includes funding for UNAB's general assembly 2009. According to NABP, funding in the current form will then be phased out, while funding of specific UNAB projects will be considered.

The current agreement between NABP and UNAB has the following objectives:

- to strengthen UNAB and assist it in becoming a sustainable organisation with nationwide coverage, able to advocate for the rights of the visually handicapped.
- to assist UNAB in finding suitable income generating projects that will give the organisation a financial base that will enable UNAB to provide services to their members.
- to make UNAB an organisation that will be used as a resource when planning activities involving or concerning the blind and visually impaired in Uganda.

The obligations of NABP, as listed in the agreement, include provision of funds in order to cover various defined expenses, as well as contributions towards purchase of materials and equipment. In addition to financial support, it is mentioned in the agreement that NABP will give administrative and organisational support "to ensure that the association (UNAB) becomes a strong and sustainable organisation able to advocate for the rights of the visually handicapped". The agreement between the two organisations further mentions that UNAB, on its side, shall submit accounts, reports, and action plans to NABP regularly, and also cover certain defined costs, including all costs related to running the diary farm.

### **3. UNAB: STRUCTURE AND FUNCTION**

It should be noted from the start that the team's over all impression of UNAB is very positive. Given the Ugandan setting, and the available resources, UNAB has come a long way in developing a strong organisation and a well functioning group of staff. Dedication is the word that maybe best describes the organisation and its staff, and that is what it builds on. The following notes on the structure and function of UNAB, also pointing at areas where improvement is needed, should be read with this in mind.

#### **3.1. The Constitution and elected representatives.**

UNAB has a detailed constitution, describing how the association is organised, how it should function, and the responsibilities of each different Board member. In general, the association seems to be run as described in its Constitution. Board members are proud to be elected representatives of the organisation and take their work seriously.

However, we will comment on a few points here:

- It was noted by some of the interviewees that UNAB seems to be a bit "top heavy", in the sense that certain long term staff and Board members are the ones that decide, while newcomers (especially women and youth) are not readily given a say in the organisation. The composition of the current Board may seem to contradict this, but UNAB should at least be aware that this is how the organisation is viewed by some.
- Further, to the above: Although the national UNAB Board, as well as branch Executive committees, are 'gender balanced', in terms of having an equal number of men and women representatives, this does not make the organisation as such gender sensitive or gender balanced in terms of equal opportunities.

- UNAB admits that the participation of women in the organisation is low, although they are actively encouraged to participate. Although the trend is that educated (urban) blind women/girls come forward more easily than before, women/girls in rural areas are still left behind.
- The Constitution of UNAB is vague on the areas of responsibility for the Women's Representative and the Youth Representative. It mentions their obligations to advocate for the rights/welfare of women and youth respectively, as well as to advise the Board on issues concerning women/youth, but it does not spell out clear responsibilities for implementation of activities related to these two member groups. Further, interviews indicate that the two Committees have not been given enough room to actually be able to make a difference. We are not sure whether the Youth Committee and the Women's Committee are involved in the two mentioned AFUB programmes, focusing on Youth and Women respectively.
- Although the Chair person and the Board are the elected leaders of UNAB, some external stakeholders see the Executive Director as the main and most important representative of the organisation. This puts a lot of responsibility on his shoulders, in terms of being able to cooperate smoothly with the Chair person and the Board. In addition, it also requires him to be able to not take on everything, although some others see him as the representative most fit to achieve results. We will come back to this.

### 3.2. UNAB branches and members.

As already mentioned, UNAB has established branches in 42 out of a total of 82 districts, while 10 more district branches are in the pipe line. In addition, 13 municipalities (towns) have registered UNAB branches. In 2001, UNAB had 21 district branches. The increase is a considerable achievement, also recognised by other NGOs as well as GoU representatives<sup>8</sup>.

The GoU has increased the number of districts considerably over the last years, by splitting up "old" districts, and it seems that one can expect a further increase. This constitutes a problem to NGOs like UNAB, aiming at representation in every district. It should be mentioned, however, that neither the UNAB Constitution nor the NABP-UNAB Agreement mentions that UNAB *shall* have branches in every district, only that they shall strive to be "nationwide"<sup>9</sup>.

Branch development in itself, though also a part of organisational development, can be said to be one on UNAB's main *activities*. A lot of time and resources goes into establishing, training and following up new district branches. UNAB makes sure to do this in cooperation with local government structures. Although this is time consuming and involves a lot of protocol, it also ensures that UNAB branches are properly registered, that potentially fruitful relationships with government representatives are created, and that local authorities become involved and aware of the needs and rights of VI persons in their area. The sub-county chiefs are involved in mobilising VI persons at grass root level. Further, the community development committee, as well as the district councillor for persons with disabilities, is involved in the organising process. Persons with visual impairments are thus mobilised and facilitated in order to reach community centres for information meetings. Needs assessments

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<sup>8</sup> In one of the Ministries we were told that "UNAB has branches in all districts", which, although not true, says something about the standing that UNAB has.

<sup>9</sup> Please note that NUDIPIU is currently discussing its future policy on district branches, based on the same challenge.

are carried out, on which UNAB builds its plans for training and future activities in each district.

UNAB's cooperation with the local authorities is emphasised here, since this was also pointed out in interviews with Ministry representatives: NGOs need to implement their activities through local government. From GoU's side, the focus is now on local implementation of nationally developed plans and policies, and they also claim that funding should be lobbied for in the districts (although it seems that budgets (if any) are still not distributed).

As far as we understand, the mobilised VI people in a new district will elect an Executive Committee for the UNAB branch<sup>10</sup>, which is then trained in leadership skills, advocacy, fund raising, and more. UNAB does report on branch establishment, including some information on training, but does not really include comments on the content of this training and the quality of it<sup>11</sup>. It would seem that the possibilities of establishing strong and active UNAB branches, depends on the availability of key persons in each district. Some UNAB representatives mentioned that many branches do not have well educated or qualified representatives, and that branches are still to a large degree dependent on UNAB National and HQ staff for implementation of activities and further development of the branch. This was also mentioned by some of UNAB's other donors/partners. In its 2001 evaluation, NABP recommended that UNAB should train more leaders in the branches, with the aim that each branch has a resource person able to conduct seminars and training. UNAB on its side has reported that further development of the UNAB branches (in terms of setting up offices, training of personnel, design of activities, etc.) is often difficult to plan for, due to a shortage of staff and funding.

It should be mentioned here that some district branches are involved in a range of activities, since specific donors single out certain districts for their activities (although, again, HQ staff are in charge). Further, the team believes that UNAB Executives in some branches may have particular resources and take more initiatives than in others. While visiting Kayunga district, the team realised that implementation of activities for VI persons here depend heavily on one single person, with his top level contacts in the district administration, his standing in society as a "big man", and his personal drive. We would expect the same dependency on single persons to be present also in other districts<sup>12</sup>. While these resource persons may ensure implementation of a variety of activities, with positive impact on the lives of persons with visual impairments, UNAB should note that sometimes the person, not UNAB as an organisation, may be credited.

We have discussed branch development to some extent here since this should be one of UNAB's main focus areas the coming years. As far as the team understands, UNAB's branches and sub-branches (i.e. groups of VI persons mobilised at sub-county level) also constitute the registered members of UNAB National, while individual membership is not practised. According to the Constitution, these (sub-) branches shall also pay annual membership fees to UNAB National, although we are not sure that this is practised. NABP has for many years encouraged UNAB to establish a membership register. Currently, this consists of a list of (sub-) branches, not individuals. The team believes that, since VI individuals themselves are not (paying) members of UNAB, their relation to the association is not a direct one and, thus, possibly not as strong as it could have been with personal

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<sup>10</sup> The UNAB Constitution is silent on how district branches shall be established and Branch Executive Committees elected. Since personal membership is not practised in UNAB, the definition of the electorate is not clear to the team. We also lack some information on how regional representatives are elected to the national Board of UNAB, and on their responsibilities.

<sup>11</sup> The team was informed, however, that a Training Manual for newly established branches is in the making.

<sup>12</sup> For instance, the government employed councillor for disabled persons in a district, is in several cases also a UNAB Executive.

membership. A register of the total number of individual members would also make an impression on GoU and others, and create a stronger basis for funding requests and advocacy.

### 3.3. The Secretariat and other staff

The UNAB Secretariat in Kampala now has 11 employees, in addition to 2 employees at the Hi -Tech Training Centre down the road<sup>13</sup>. In addition, UNAB has paid staff at the Nabumali Training Centre (7 staff) and the Buwagogo Farm (2 staff). UNAB has increased its staff steadily over the last years and with a current total of 22 employees the organisation plays an important role as employer.

The Chair Person and other Board members, as well as the Executive Director and other staff, underlined the good working relations within UNAB. One employee exemplified this by pointing to the fact that, although salaries are relatively low and benefits not so good, she has worked there for 12 years. In addition to daily cooperation, UNAB reports that staff meetings, meetings within each department/project, and Management team meetings are carried out regularly or when needed. The team did not have time to carry out proper appraisals of the staff in their everyday job functions, nor of working relationship within and between the Staff and the Board respectively. However, through interviews and some limited observation, we got the impression that the “tone of work” is a good one. In addition, we note the following:

- UNAB informed that all employees have written contracts (renewable on a 1 or 2 year basis) as well as job descriptions. The team reviewed some of these. It seems that some of the job descriptions do not reflect the current duties, tasks, and areas of responsibility of staff. Job descriptions should probably be revised, based on current prospects for the over all port folio and financial support.
- Job descriptions include information about who each employee reports to. However, it seems that the Executive Director may be taking too much responsibility for also supervising assistants and support staff, rather than leaving this to the relevant programme officer.
- The “UNAB Staff Terms and Conditions of Service” document is supposed to “govern the process of recruitment, appointment, confirmation and appraisal of staff of UNAB. It spells out what UNAB will do in the administration of staff affairs”. The document has not been revised since 2001. It turned out to have several paragraphs that are currently not practised by UNAB and may not be in line with current Government regulations on the area.
- The “Staff Terms and Conditions of Service” document is in fact silent on the process of recruitment. UNAB claims that recruitment is done by advertisement and based on merit. However, it was noted that some current staff have earlier held (long term) positions in the Board, which indicates that these have been selected directly for the job. The team believes that this is also the case for the two current staff at the Hi-Tech Training Centre. This must, however, be seen in relation to the fact that the UNAB salary scale makes it difficult to attract skilled external personnel and keep them in the organisation. Several former staff left UNAB for better salaries with other employers and more of UNAB’s programme staff have been targeted.

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<sup>13</sup> UNAB also engages volunteers from institutions of higher education to help out with reading, writing and a range of other tasks in the Secretariat.

- Several staff complained that salaries are “too low”. While this is to be expected, the fact that recruiting and keeping good staff is difficult, should cause concern. UNAB staff salaries are covered by several donors/project budgets, but it is, in the end, the UNAB Board to decide on salary levels.
- It seems that The Executive Director is involved in “everything” and at all levels of the organisation in a very hands-on manner. This includes training of Executives in UNAB branches, supervision of district activities, planning of all project activities, reporting on all projects, and more (please also see below). He also spends a lot of time on advocacy and counselling. This was also reported by NABP in its 2001 evaluation. More of this could probably be left to programme staff and board members, allowing the Director to spend more time on top level administration and management.
- Please note that staff at Nabumali have not been included here, since the team did not visit the training centre.

### 3.4. Financial management

According to NABP, accounting and financial reporting from UNAB is satisfactory. This has improved over the years, and does not currently present any problem. UNAB also has the support of the NABP accountant in Nairobi, James Nganga, who supervises UNAB in their financial management. Like NABP, other donors reported no problems with UNAB’s current financial management. In fact, one donor representative mentioned that, unlike with several other NGOs/DPOs, “there are no financial scandals attached to UNAB”. The team will, thus, not spend too much time on financial management here. However, we would like to note the following:

- The UNAB Treasurer and the Finance committee have the overall responsibility of UNAB finances, and are supposed to function as the “Finance department” of UNAB. However, it is the secretary/accounts clerk who has been trained in accounting and in NABP financial reporting requirements. In order to further improve on budgeting and to ease financial reporting, it may be wise to update/train all those involved in finance management.
- The UNAB Constitution mentions that the Women’s Committee shall have a separate bank account. Interviews suggest that this is not currently in place. (Please see further comments on the Women’s Committee/representative below).
- Income generation can also be said to be a part of financial management. This is one of UNAB’s weaker points that we will come back to.

#### *3.4.1. Briefly on UNAB’s other donors*

Although UNAB complains over lack of funding, and claims that competition for funding to DPOs is hard in Uganda, the list of current donors and the amounts of funding they receive reveal that they are not doing so bad. UNAB also seems to manage to coach new donors into more long term financial relationships. According to UNAB, their international donors (apart from NABP) in 2007 included: African Union of the Blind (AFUB), Norwegian Association of the Disabled (NAD), Lillian Foundation, Sight Savers International (SSI), Action on Disability and Development (ADD), and Right to Play (RTP). The total amount<sup>14</sup> received from these donors was approximately USD 107 390. The major part of this funding is earmarked for specific programmes and activities (run in co-operation with the mentioned

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<sup>14</sup> Current exchange rate used, i.e. 1 USD= 1700 USH.

donors). Some is earmarked for grants to blind schoolchildren and is only distributed through UNAB, while some is also spent on UNAB staff salaries and other project costs<sup>15</sup>.

In addition, UNAB also received contributions from the Government and district administrations for some of its specific events and for some equipment, as well as one off contributions from what they call their “corporate friends”, namely companies such as Standard Chartered Bank, Nile Breweries, Coca Cola, and more. The team did not have access to the amounts received from these companies.

Interestingly, the total amount that UNAB received from all other donors and contributors in 2007 was probably about the same as what they received from NABP. We will follow up on this below, regarding financial sustainability. One of UNAB’s challenges, when NABP scales down financial support, will be to get other (future) donors to contribute with a higher percentage of the budget towards running costs/administration.

### *3.4.2. Fund raising*

UNAB representatives seem to have varying views about UNAB’s fund raising skills. While some claim that UNAB is the best fund raiser among Ugandan DPOs, others claim that their fund raising methods are out dated and not very efficient. The amounts referred above document that they do indeed have certain fund raising skills. However, failures are also reported. They describe a big, formal fund raising event in 2003, which actually left them with a loss. Later, a major amount from Japan did not come through, since UNAB had included a request for funding for income generating activities in the proposal, which was not according to the potential donor’s funding principles.

Several staff and Board members are involved in fund raising. As far as the team understands, The Resource Mobiliser is in charge of local fund raising. In addition, all staff is supposed to contribute to fund raising and district branches are trained to do fund raising in their respective district. Further, the Executive Director, as well as the Treasurer and Finance Committee, develop proposals for international donors. While UNAB admits to receiving long term training in fund raising (amongst others from Mr. Obre in WBU and NABP), they still depend on external consultants when developing larger proposals. The point here is that nobody seems to take the time, or be given the responsibility, to do this really well. Although the results of UNAB’s fund raising efforts so far are quite good, more could probably be done in order to improve on their fund raising skills, and extend the group of potential donors and contributors. Lobbying the Government to take on more responsibility for support to VI persons should be included here.

## 3.5. Communication

Communication is said to be two-way traffic, and only complete when response or feed back is given by the receiver. It also requires a means of communication. We will treat both means and content here.

As seen above, UNAB explicitly mentioned to the team that communication (in terms of information sharing) between and within the Board and the Secretariat in Kampala is good. The team also found the UNAB office milieu to be refreshingly informal, with little time spent “beating around the bush”. Within Kampala and the surrounding areas, practical communication (telephone, transport) is also not a problem. The UNAB people, as so many of us, depend heavily on the use of mobile phones. Telephone communication to and from the UNAB office as such also relies on individual phones for the time being, since the land

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<sup>15</sup> Please also see below on UNAB activities.

line in Kireka area does not function well. This may open for some secrecy and lack of information sharing, which was also commented upon by UNAB staff. In addition, the fact that there is no e-mail facility in the office, makes circulation of UNAB documents difficult, even between Board members in the central areas. For instance, the General Secretary has to come to the office to read relevant documents that she needs in order to be able to report to the Board, in stead of receiving them on e-mail. Again, UNAB sometimes rely on personal e-mail accounts in order to speed up communication.

The problem of not having a reliable telephone or e-mail connection in the office also affects communication with NABP and other donors, of course, as well as communication with other stake holders. Communication with donors on personal phones or e-mails has created some fuzz, since others sometimes feel left out.

The main communication problem, however, is between Kampala and the districts. Very few branches have good communication facilities, in terms of stable telephone and/or e-mail access. Further, reports and other documents from UNAB branches are usually first brailled, then transcribed/typed, and then mailed through an unreliable mailing system. All this had the Chair person admit about UNAB reporting that: "Some slowness is there". The fact that UNAB district Executives/members sometimes lack education and training, may of course also influence communication. The Chair person further admitted: "We encourage them (i.e. the branches) to contact us, but we often feel that communication is only one way; from us to them". We will come back to the need for further development of the branches.

Regarding transport, it would be important for UNAB to acquire a 4-wheel drive vehicle, in order to access VI people in the districts and for implementation and monitoring of activities. The lack of proper means of communication (as described above) may negatively affect the efficiency of UNAB's work.

### 3.6. Planning

UNAB has a large port folio, and seems able to manage most of its projects and activities in a proper manner. The organisation conducts meetings at several levels, where activities are planned and new actions and projects developed. Projects and activities in general do not seem ad hoc or haphazard, although we shall see below that not all planned activities are carried out. They also follow up on many issues on the national agenda concerning VI people and this is an important part of their advocacy work. However, this also means that planned activities may suffer, since new issues pop up and need attention<sup>16</sup>. This also goes for counselling of individuals or groups of VI persons, which takes a lot of time.

Although the overall impression is that UNAB's timing of activities is ok, better planning would make it even better. We also note that several donors claim that UNAB's planning skills are not adequate. According to NABP several UNAB staff and Board members have received training in planning. Nevertheless, annual and quarterly plans are not easy to read and they are not used as management tools. The team has not had access to plans developed for all UNAB projects, but have concentrated on those submitted to NABP. We note the following:

- UNAB seems to be planning for too much, considering the financial and human resources available. I.e., plans are sometimes not realistic.

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<sup>16</sup> The team was told that, after a blind person had been heavily injured in a car accident in Arua district, both the Executive Director and the Chair person rushed there, in order to follow up on compensation issues. Further, when the UNAB Treasurer, who is a lecturer and sits in the Senate at Kyambogo University, was not granted a Reader, the Executive Director moved in.

- Written plans seem to be developed mainly in order to suit donors, not as practical tools for those implementing and monitoring activities.
- The Youth Committee and the Women's Committee develop plans for their activities, which will then be discussed by the Board for possible inclusion in the finally approved UNAB plan of action for a specific period of time. It is difficult to see from the activity plan for the last half of 2007, for example, that activities aimed specifically at women/youth have been included. Information from interviews also indicates that most of the suggested activities are not implemented. This planning procedure seems to be a waste of time, as well as demoralizing to the committee members. The team is aware, however, that the plan may not be reflecting what is actually carried out (f.ex. regarding the UNAB/AFUB Youth programme, income generating activities for women, etc.). On the other hand, it was noted by NABP also in 2001 that women's activities seemed to be given less priority and less money than other activities.
- Plans have a different lay out each time, i.e. no common model or template has been applied, which would make developing new plans much easier. UNAB seems to be starting from scratch each time.
- The log frame (LFA) has been used for planning recently. However, plans include too many details and become difficult to read. There is also confusion regarding what are actually objectives, planned out come, activities, indicators, etc. Plans also include a lot of big words. These may reflect objectives or visions, but that are not very useful for managing projects and activities. Reporting also suffers, since it becomes difficult to report on planned activities in an organised manner and measure the results.
- OBS: Even if some planned activities are delayed or not implemented at all, one cannot say that progress is slow. A lot is happening, and most of it is relevant and in line with UNAB's vision, although not everything is on the written plan.

Maybe NABP and other donors' planning (and reporting) criteria are too rigid? UNAB seems to be developing written plans in a certain way in order to comply with donor criteria, not because they consider it important. NABP-UNAB could consider developing a simpler model that would make the planning job easier for UNAB, but, nevertheless produce plans that are actually useful to everyone.

### 3.7. Reporting

A further comment on reports is also due here. Again, the team has concentrated on reports submitted to NABP. These are written by the Executive Director, and we understand that all reporting in the organisation goes through him. Reports from the branches and programme officers are submitted to the Executive Director, who compiles reports to be sent to the funding organisation of the particular project. It should be noted here that, both programme officers and the Director relies heavily on personal assistants (and volunteers) for reporting.

Lately, reports to NABP have been very short, and do not include much on the results and the impact of UNAB's projects and activities. Sometimes, the number of trainees in a certain training activity, or the number of equipment being distributed, is not included in the report. In other cases, the *input* (f.ex. numbers of white canes distributed), or the *activity* (f.ex. computer training, meeting with GoU), is included, but not the results of this and the impact on peoples lives. NABP has repeatedly commented on this. It becomes very difficult to read from the reports what UNAB has actually achieved, which is of course very unfortunate,

especially since results are often good. Further, reporting should reflect and refer to existing plans, lest reports become untidy and results difficult to measure.

UNAB staff and Board mention that “sometimes NABP does not understand that we have to be out there, on the ground, implementing activities, as well as attending meetings with everyone”, i.e. rather than sitting in the office writing. It is of major importance that planning and reporting be seen as a meaningful task and not an extra burden to those in charge of implementation. Despite the reported earlier training, it is obvious that UNAB still needs assistance with producing good planners and reporters, since both planning and reporting is for the time being neither effective nor efficient.

#### **4. OUT THERE, ON THE GROUND**

In this chapter, we will describe the main activities that UNAB carries out, including achievements and challenges within the various focus areas. We will also comment on the distribution of implementation and monitoring responsibilities within UNAB.

##### 4.1. Advocacy

Advocacy is the area where UNAB seems to be strongest and where major achievements have been made. Focusing on equal rights for people with visual impairments, UNAB carries out its advocacy activities both at branch and national level. These are some examples of results from UNAB advocacy activities:

- Easier access to teacher training colleges for persons with visual impairments after the GoU changed its policy on having to pass mathematics as a subject in the final secondary school examinations. Due to a lack of adapted equipment and trained math teachers for VI students, this policy discriminated against people with visual impairments.
- National examination papers adapted in order to be sensitive to people with visual impairments.
- Inclusion of expert on visual impairments in the National Examination Board.
- Inclusion of VI persons' needs and rights in the Road Safety Act.
- Signing of the Disability Act by the GoU, and inclusion of issues regarding VI persons in the Act.
- Inclusion of a visually impaired representative on the National Council for Disabled Persons.
- Inclusion of issues regarding visually impaired persons in cross disability organisations and networks.
- Celebration of White Cane Day and other events, including information on the rights and needs of visually impaired persons to politicians, the media, and the general public.
- Increased awareness in Ugandan Ministries and the Parliament of the needs and rights of VI persons.

Further, UNAB actively uses the Disability Act and other GoU and international policies and declarations to protect the rights of VI persons and groups. The Board and staff are dedicated protectors of the rights of VI persons in Uganda, and are well known for their advocacy skills.

UNAB reports that advocacy is also included in training of district branches and in rehabilitation of individuals. Distribution of brailled (and later taped) versions of the Disability Act and other relevant documents are important parts of this work. It seems that the top level leaders from HQ are training branch executives and members in advocacy issues. This should preferably be delegated to programme officers or resource persons at regional/district

level. We also note that UNAB National often “takes the case”, when it comes to affirmative action. Further development of the branches seems necessary also in this regard.

The main results of UNAB’s advocacy activities have occurred in the education sector. This reflects the fact that the majority of VI impaired persons with higher education, and also of the UNAB Board, are teachers. The organisation has certainly changed from being “an organisation of the non-educated” from the start, to being an organisation with a lot of focus on education and the educated today.

## 4.2. Rehabilitation

Although advocacy is important and creates positive change for the whole VI community over time, the rehabilitation services that UNAB offers to their members is what has the greatest impact on the lives of the individual blind or partially sighted person. We choose to include various UNAB rehabilitation activities under one heading here.

### *4.2.1. The Nabumali Training Centre*

The team did not visit Nabumali Training Centre, so comments here are based on available reports and interviews/discussions with UNAB and NABP. We will not describe the Centre and its training courses in any detail, since this is well known to NABP and has also been included in earlier reports to NORAD. We would like to only mention the following points:

- The Centre has been operating from 1983 (from 1997 also with NABP support) and is the main rehabilitation service that UNAB offers to individual VI persons. It has a capacity of training 30 students at a time, but currently only about 12 persons are admitted, due to a lack of funding for materials and accommodation. Although students’ home districts sometimes support school fees, and income for some of the running costs is generated at the poultry farm, UNAB has currently not got the financial capacity to fully exploit the possibilities at the Centre.
- Students are trained in Braille, orientation and mobility, daily living skills, leadership skills, health issues, and a range of handicrafts. In addition, training in agriculture skills has become an important part of the curriculum, including poultry keeping. The bakery (teaching making of bread) and the farm (teaching keeping of cows/milk production) had been shut down at the time of the evaluation.
- At the time of the evaluation, UNAB developed plans for updating of some of the skills training at Nabumali, as well as proper running of the diary project. The poultry project was viewed as successful and was about to be expanded, while plans for the bakery were somewhat elusive. The team also experienced that members of the Board and staff had different views on how to develop Nabumali as such, and how it can become a source of income for UNAB.

As mentioned, the team did not visit Nabumali. However, we did visit Kayunga District, just north of Kampala, where we were able to observe the positive impact that the training at Nabumali may have on individual peoples’ lives. We met six blind individuals, who had all received training at Nabumali Training Centre. Most of them were very satisfied with the training they had gone through and the new the possibilities it had given them in their lives. Training in mobility, daily living skills, and agriculture made them much more self reliant than before, and this was also appreciated by their families. The brother of one blind woman commented that “before training, she was sitting idle all the time.” Now, the woman farmed her own land, growing and selling sweet potato, mandioka, corn, and more. She also earned some money from producing paper bags that she could sell at the local market. The knitting by machine that she had learnt at Nabumali was not very useful, however, since she would never have access to a machine. The team also met a Government employed Agriculture Extension Worker in Kayunga, who had received training at Nabumali. It was demonstrated

clearly how this benefited the blind farmers in a direct way, as he worked very closely with them, listening to their needs, giving advice, and helping them access GoU assistance schemes for farmers.

#### *4.2.2. The Hi-Tech Training Centre*

This UNAB project aims at sealing the gap in computer education and career development for people with visual impairments. Some of the computer packages offered at the centre include; Job Access with speech (JAWS), Microsoft Word, Microsoft Excel and Magic/Zoom-text which enlarges letters on the screen to make it accessible to persons with low vision. The Centre currently has two trainers and the course takes two months, with a 9-17 daily schedule. Students who go through the course seem to compete well in the job market and the training opportunity is highly regarded by UNAB members and outsiders. However, the Centre currently faces several challenges:

- The US\$ 450,000 tuition fee is too high for many potential students. Even some of the students who start the course drop out after a while when they cannot pay.
- There is currently no internet connection. This makes the course less attractive and the internet café which would generate some income for the project is also not operative. Some also claimed that the programmes that are taught are too old.
- The poor road network in the premises hampers independent mobility of the would-be students and there are no accommodation facilities for out of town students.
- Enrolment is currently low, ranging between 7 and 10 students per course. This is probably due to the above mentioned facts, while a lack of proper advertising may also play a part.

There seems to be a possibility of training computer education trainers at the Hi-Tech centre in 2008, with support from SSI. UNAB also has plans to include more sighted students in order to increase income from the centre. However, UNAB, and its Hi-Tech committee, seem to need some external assistance in order to develop the Centre in a more sustainable manner.

#### *4.2.3. Individual income generating activities.*

It was not easy to obtain detailed information on the income generating activities that UNAB offers to individual VI persons, and the results of these. On the one side, training received at the Nabumali Training Centre increases a person's income generating potential, and must be seen as a part of UNAB's income generating activities. This also goes for the training of GoU extension workers, who, in turn, also ensure that VI persons benefit from GoU agricultural schemes. UNAB itself also sometimes provides agricultural inputs (tools, seeds, goats) to individual farmers. There seems to exist little reporting on the accumulated results of these activities to improve income generating potential within the agricultural sector, but, as described above, the team observed some of the very good results during a visit to Kayunga district.

Currently, UNAB also runs an income generating project aimed at women in particular. The idea is that individual women choose their own area for potential income generation (goat rearing, selling second hand clothes, producing and selling basketry, and more), and receive in kind or financial contributions from UNAB in order to get started or improve their businesses. The team was presented to two women who had succeeded in setting up small businesses. However, it seemed that the contribution from UNAB was not really the catalyst to their success, since they had been building up their business over years and had also received training years ago. In addition, one woman also had paid work, while the other was assisted by her husband.

UNAB representatives seem to have varying views on the impact and success of the current income generating scheme aimed at women. While some claimed that "it has very good

results”, others mentioned that it is not well planned and implemented. Information on how much was on the budget for this scheme for 2007 and on who monitors the activities also varied. It seems that the Women’s Committee, and programme officers, as well as regional representatives are involved in implementation and monitoring. One Board member said that “UNAB goes to the districts for general purposes, while we need to work specifically with women”.

UNAB reporting is unfortunately also very limited on the implementation of income generating activities for women and the results of these. All this is not to say that results are lacking. However, more direct observations in the field, preferably by external personnel/consultants, is needed, as well as improved monitoring and reporting by UNAB. The team would suggest that this important part of UNAB’s portfolio be properly reported on, with input, monitoring responsibilities and results (so far) described. It also seems necessary to give the responsibility for the income generating activities to one dedicated staff member, possibly in cooperation with the Women’s Committee.

#### *4.2.4. Education.*

As mentioned, UNAB has a strong focus on education for VI persons. This has produced tangible results in education policies and in higher education, as reported above. UNAB also presented plans for running refresher courses for teachers. According to UNAB, teacher training in special needs education (SNE) for VI students is not satisfactory in Uganda. Further, UNAB claims that the standard of SNE has decreased after Uganda National Institute for Special Education (UNISE) was merged with the Kyambogo University, and they are constantly approaching GoU in order to work together for improvement. There are a host of other issues within higher education that UNAB also continues to focus on. As mentioned, it may seem that the focus on higher education has become UNAB’s main advocacy activity, while other areas may need increased attention.

UNAB also carries out activities aimed at primary and secondary level. Unfortunately, the team visited Uganda during school holidays, and was not able to observe any of these activities. However, UNAB reports show that efforts to improve primary and secondary education for VI children include distribution of equipment (Brailers, Braille paper, White canes), administration of scholarships (through the Lillian foundation and with local funds), setting up of parents’ associations in order to advocate for education for blind children, awareness raising among teachers, and more.

Recently, UNAB has developed a much needed focus on blind schoolgirls, and works to improve on the drop out rates of girls. They plan to apply for funding for this work through the Norwegian “Operasjon Dagsverk” (students’ development fund) in 2008.

#### *4.2.5. Other (rehabilitation) activities.*

UNAB carries out yet other activities in cooperation with specific other partners/donors. For instance, the organisation runs a sports project in cooperation with Right to Play, focussing on training blind (and sighted) school children in sports, training trainers to be able to also work with children with visual impairments, and more. This project will run up to 2009 (with possible renewal of agreement) and seems to be giving good results in the selected schools/districts. Further, UNAB has cooperated with Sight Savers International on advocacy for VI persons in some districts, as well as referral to rehabilitation and eye care units<sup>17</sup>.

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<sup>17</sup> Apart from this referral work with SSI, UNAB does not seem to be much geared towards causes of/prevention of blindness. This seems unfortunate in a country like Uganda, where a lot needs to be done in this area. It is of course a question of funding and human resources, but the team suggests that this be included to a larger extent in training of UNAB executives and members.

These activities will be phased out now, while SSI seems to strengthen its relationship with UNAB (through the Executive Director) regarding joint top level advocacy and focus on the educational sector. UNAB also carries out CBR in certain districts, funded by NAD, and we understand that these activities will continue the coming years, but slowly be taken over by GoU as part of the GoU/NAD Agreement. The team has little information on the implementation and results of the rest of the activities on UNAB's large portfolio. We would like to mention, however, that the donor representatives we talked to all had a very positive impression of UNAB, except for the mentioned comments on weak planning and reporting skills. In addition, some reported that UNAB branches still lack the strength to carry out activities without the support of HQ, as mentioned above.

#### *4.2.6. Further on implementation and monitoring.*

We have already commented on the fact that UNAB seems to plan for more than what is possible to carry out, given the available resources. The number of staff has increased over the last years, but so has the work load. Nevertheless, what is actually carried out on the ground seems to be relevant and with great impact on the lives of people with visual impairments, as reported above. UNAB's few programme officers have the responsibility for implementing and monitoring all the activities mentioned above (with good support from assistants and administrative staff at HQ). UNAB staff deserves credit for this.

UNAB staff from HQ are involved in most of what is implemented in the districts, and UNAB reports that in order to implement further activities, or expand to more districts (more quickly), they would need more staff. However, it is also evident that, although several staff and Board members travel to the districts to implement and monitor activities, most of their time is still spent in Kampala. Although most of UNAB's activities (f.ex. for the last half of 2007) are planned to take place in the districts, most of the staff spend most of their time in Kampala. This should be taken into account by UNAB and donors. As one Board member put it herself: "The work in the field needs people on the ground!"

### 4.3. Income generation for UNAB

Looking at the over all achievements and challenges of UNAB, income generation is the area where the organisation has faced most set backs and problems. Although several potentially income generating activities have been initiated, also with the support of NABP, not much has come out of it, in terms of financial sustainability. Income generation will thus be *the* major challenge for UNAB in the coming period. In this regard, we note the following:

- Currently, UNAB has good hope that the poultry project at Nabumali Training Centre will be able to generate income to the organisation. So far, it generates some income for running the Centre.
- UNAB seems to have been trying out too many potentially income generating activities and for too long. The diary farm at Nabumali has been operating for 10 years, without generating income. The bakery at Nabumali was seen as a good opportunity for income generation, but shut down when the baker/trainer left and has not been re-activated. The Hi-Tech Centre was believed to generate income through computer courses (for the sighted persons) and as an Internet café, but has never been successful in this, etc.
- UNAB staff and Board members have varying ideas on how these challenges should be met. There does not seem to be consensus on this, and clear plans had not been developed at the time of the evaluation.
- Plans for the second plot of land, next to the new office building, have also not been developed properly. Some Executives seem to plan for a guest house, others for a

resource centre for VI persons, and others again for renting out space for offices and/or shops.

- Until now, UNAB has not really *needed* to generate income, since NABP funding has ensured a basis for operating the office and paying administrative costs and salaries. And although NABP has *mentioned* a future phase out at several occasions (in 2001, for instance, 2004 was mentioned as the last year of financial support), this has not been followed up by NABP.
- It seems that UNAB needs external expertise for a period of time in order to develop future income generating projects properly.
- It should be noted that in the Agreement between NABP and UNAB, one of the objectives is to “assist UNAB in finding suitable income generating projects that will give the organisation a financial base that will enable UNAB to provide services to their members”. This is further underlined in the 2001 internal evaluation (p.17). NABP should make sure to follow up on this obligation during a phase out period.
- OBS: UNAB, and NUDIPU, claim that GoU regulations deny NGOs the right to make profit, and that the Government currently defines income generating activities to be “profit making” (though implemented solely in order to create a financial basis for running an organisation!)

## 5. CONCLUSIONS

The above description of UNAB leads us to conclude that the NABP-UNAB project is in accordance with its overall goal: “To strengthen UNAB so that the association can work to better the quality of life of the blind and partially sighted in Uganda.”

There should be no question about the fact that UNAB’s work has led to a positive change for dozens of blind and partially sighted persons in Uganda, as well as to a positive development for the community of VI persons in the country. The team also finds it fair to say that the support from NABP has made UNAB stronger and more competent than it would have been without this support. UNAB itself seems to consider NABP as its “parent” and an important part of its very foundation. Much of what UNAB has been able to achieve during the last decade has been possible because NABP has provided the organisation with a financial base to work from.

Based on what has been described above, we will also look at the other objectives of the evaluation, namely to assess UNAB as a/an:

### - sustainable organisation with nationwide coverage

- The team regards UNAB as an *institutionally* sustainable organisation, in the sense that it has organisational strength, competence, and dedication to continue the work of the organisation without external support.
- UNAB is also seen as a *financially* sustainable organisation, in the sense that, even without international support, it will be able to run at least some of the current organisation and services. However, it is realised that, for a long time still, continued development and expansion of UNAB’s activities and its area of operation, will depend on international funding. It is believed that, if NABP withdraws support, UNAB will manage to access other international funding.
- UNAB also has the capacity to lobby for funding and joint projects, and possibly also for increased support from the Government.
- As far as the team is aware, no organisation of the blind operates (or can be expected to operate) solely with income generated by itself.
- UNAB does not have nationwide coverage, so far, in terms of district representation. This is due to two facts: a) lack of funds and human resources to establish and

develop more district branches and empower/train more blind persons all over the country, and, B) the fact that the Government keeps increasing the number of districts. However, other models for covering the whole country could be developed.

- organisation able to advocate for the rights of the visually impaired

- UNAB is definitely able to advocate for the rights of the visually impaired in Uganda. Its representatives and staff are doing this on a daily basis at top level and in a range of areas.
- UNAB also continually trains its branches and individual members in advocacy, although they still need assistance from UNAB National/HQ in taking affirmative action.

- monitoring body of national advocacy, network and capacity building programmes

- UNAB acts as a monitoring body vis-à-vis national policy makers and is considered an important contributor in policy making processes. Some of the outcomes of these monitoring activities have already been described above.
- It has been noted that UNAB seems to focus strongly on the educational sector in its top level advocacy activities.
- UNAB has managed to build up a good reputation in society as such, among NGOs/DPOs, and among donors, and is respected for its work on behalf of visually impaired people in Uganda.

- service provider to its members

- as a service provider to individual VI persons, UNAB contributes with a range of rehabilitation and counselling options, which have been described above. It has been noted that some of these need updating and further development.

- organisation initiating and running self help and employee programmes

- The current self help programmes, are to a large degree, relevant to UNAB members and beneficiaries.
- Some of the skills training need improvement and/or updating.
- Income generation activities for individuals need improved management in terms of better appraisals, planning, implementation, monitoring of persons/activities, as well as reporting on results.
- UNAB needs to develop new employee programmes.

- organisation running income generating projects for general income and to ensure sustainability

- UNAB has initiated several projects that were supposed to be income generating, in order to ensure financial sustainability of the organisation. However, apart from the income generated to cover some of the running costs at Nabumali training centre, very little income has been generated in any of these projects. Although the contributions to the training centre are important, the team considers income generation activities to be the weakest point of the organisation.
- The team has emphasised that, according to the NABP-UNAB Agreement, NABP has an obligation to support UNAB in developing suitable income generating projects that will generate income to the organisation.

## **6. RECOMMENDATIONS**

Recommendations for action are not easy to make for an organisation like UNAB, with many different donors and project agreements, and with a complex port folio. We realise that some projects and activities will continue like before in the coming years, according to agreements with the respective donors. Some activities that we have discussed here have already been

terminated, while yet others will be added in the years to come, as UNAB finds new partners and new possibilities for funding. Below, we concentrate on recommendations for the cooperation between NABP and UNAB for the two coming years, as NABP phases out their support on the current level. Still, some of the recommended actions also include or affect other project activities. We realise that some of what is listed below may be ideas rather than recommendations, but these may nevertheless be useful “to think with”. In the suggested Phase out Plan (Appendix C) we have indicated how (most) of the current NABP support could be phased out and how the recommendations listed below could be included in the coming two years.

#### 6.1. On financial support

Regarding financial support it is recommended that

- NABP continues its financial support to UNAB for 2008 and 2009 at the planned level.
- NABP makes it clear to UNAB that support WILL actually be phased out within 2 years, and that they have to prepare actively for this.
- NABP makes it clear to UNAB whether or not future support for single projects can be expected and the criteria for such support.
- the NABP budget for UNAB for 2008-2009 reflects the focus chosen for the phasing out period, and that funds are thus cut from running costs, salaries, etc., in order to be spent on further training and competence building of staff and Board, quality improvement of income generating activities, etc.
- budgets also reflect potential need for paying staff benefit packages, etc. in a phase out period.
- NABP searches its own network and in international forums for possible new donors to UNAB, and links UNAB to these if relevant.
- UNAB sits down with all its current donors (international and local) to work out an overview of funding possibilities for the coming years.
- UNAB carefully studies current/potential donors' funding practices and policies before submitting applications.
- UNAB researches potential funding possibilities also outside the DPO world.
- UNAB and NABP work out a budgeting model to be suggested to future donors, that allows for a percentage of administration charges/office running costs to be included in the various donors' budgets.
- NABP make sure that its competence on fund raising, budgeting, and financial management in general is transferred to UNAB during the phasing out period

#### 6.2. On income generation

Regarding income generation it is recommended that

- NABP transfers its competence on income generating activities to UNAB during the phase out period and that NABP funded projects elsewhere are also linked up with UNAB, where relevant.

- NABP and UNAB, together with other international NGOs and their local counterparts, actively lobby the GoU in order to sort out the apparent confusion around Ugandan NGOs' possibilities for running income generating projects vs. "making profit".
- a qualified consultant is hired for a period of time in order to make a market analysis for hand crafted products in Uganda and abroad (export), based on information from UNAB on what types of products their members can/could be able to make.
- UNAB's training courses for blind individuals are improved, based on UNAB's own experiences, as well as the mentioned market analysis. Training people in skills that are not useful/products that are not marketable (f.ex. machine knitting and old fashioned basketry) is demoralizing.
- individuals who are found eligible for support to personal income generating activities are also trained in market analysis and marketing, and that they are followed up and results/impact reported on.
- a qualified consultant is hired for a period of time in order to make a market analysis of potential UNAB income generating possibilities, including
  - o the Kireka Hi-Tech centre/internet café
  - o constructing and renting out office space at the UNAB premises
  - o the diary farm at Nabumali
  - o the (currently closed) bakery at Nabumali
  - o the poultry project at Nabumali
- an income generating strategy is developed for Nabumali , the Hi-Tech Centre, and for the available UNAB plot next to the office.
- a plan for reorganising the UFB/Ministry of Gender-owned training centre in Kireka is developed together with UFB and presented to the Ministry of Gender. The plan should include an estimated cost of rehabilitation of the area, as well as possibilities for updated training and production activities, which can also benefit VI persons. The Ministry has already indicated that updated skills training is needed, they know that the place is run down and inaccessible to most disabled persons, and they have indicated that funding may be available for reactivating some GoU centres.
- fund raising for a second UNAB building on their premises in Kireka starts a.s.a.p., but after a market analysis has been conducted, and after UNAB has agreed on the plan for developing the premises. Proper communication facilities must also be in place.

### 6.3. On training /competence building

Regarding training and competence building it is recommended that

- NABP and UNAB together develop a competence building plan for UNAB for the coming two years, based on training already received and UNAB's own needs assessment.
- NABP prepares a list of relevant NABP-supported projects in other countries that UNAB could benefit from visiting or learning about, based on UNAB's own needs assessment. Examples of projects/topics:
  - o "best practice" on running of blind organisations

- Government lobbying
  - income-generating projects
  - successful women's projects
  - youth activities
  - branch development
- relevant competence building/training is provided for a range of staff and Board members, not only for leaders.
  - training has the form of short courses (possibly with a certificate), in stead of work shops (that tend to be social gatherings).
  - already employed assistants and support staff (with a minimum of formal background), who have proved their ability to take on increased responsibility and produce good results, are offered further training.
  - NABP and UNAB together develop simpler planning and reporting tools.
  - NABP and UNAB together look for a potential "patron" for UNAB; a person that can supply UNAB with news from relevant international forums, funding possibilities, etc., on a voluntary basis.

#### 6.4. On administrative issues/organisational development

Regarding administrative issues and organisational development it is recommended that

- NABP prioritises the changes or amendments to be made to the NABP-UNAB project during the phase out period and follows up closely on this. Plans must be implemented. Non-implementation must have consequences.
- NABP and UNAB study the GoU regulations for NGOs regarding taxes, National Security, medical aid programmes, and staff benefits, and make sure that UNAB adheres to all relevant regulations.
- The UNAB "Staff Terms and Conditions of Service" document should be amended/updated in order to be in line with current regulations, as well as to function as a proper administrative tool, and a guarantee for staff regarding their terms, allowances, and benefits.
- UNAB takes in more volunteers and students for short term assignments/projects.
- UNAB actively recruits women staff at all levels of the organisation.
- new job descriptions are developed for the Executive Director and programme officers, reflecting changes in port folio and priority areas for the coming years.
- the Executive Director to a greater extent leaves advocacy to be carried out by members of the Board and resource persons in the district branches. Counselling of individuals should also be done by elected members, by branch Executives or by Government counsellors.
- the policy of establishing UNAB branches in each district is discussed again, and possibly amended, due to lack of funds and human resources. A new model for district/regional representation should then be developed.

- staff spend more time in the districts, and less time in Kampala. The possibility of transferring one or two staff to other regions (on a permanent basis or ambulating between regions/districts) should be discussed.
- the Women's Committee is given responsibility for implementation, follow up and monitoring of planned activities directed specifically at women, in cooperation with on dedicated programme staff, and with a separate bank account.
- UNAB increases focus on involvement of women in all activities and in UNAB Boards and committees.
- UNAB increases focus on involvement of youth in all activities and in UNAB Boards and committees.

#### 6.5. On other focus areas

In addition to the recommendations listed above, the team suggests that UNAB staff spend less time and resources on advocacy and counselling, while this is left to UNAB Executives and GoU counsellors. Further, UNAB Executives should also be responsible for following up the good work already done by UNAB in the educational sector, while UNAB staff concentrates more on other sectors.

Regarding implementation of activities, we suggest the following:

- Strengthening and improvement of income generating activities for individual VI persons.
- Strengthening of existing UNAB branches and focus on local activity nationwide, possibly at the expense of activities/resources spent in Kampala.
- Development of employment programmes for other sectors than education and agriculture.
- Focus on the needs and rights of blind girls and women in particular.

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## **APPENDIX A**

### **Terms of Reference (ToR)**

#### **Terms of reference for external evaluation of the Uganda Association of the Blind, UNAB.**

##### **Introduction / background:**

NABP has taken an initiative to do a formative evaluation of the Uganda Association of the Blind, because we would like an analysis of how the organisation functions after 13 years of financial support from NABP. An important purpose of this evaluation is to analyse the organisational structure of UNAB, the strength of the organisation itself and the degree to which the organisation manage to implement activities that improves the quality of life of blind and partially sighted in Uganda. A formative evaluation of the present situation will thus give us some answers and guidance on whether adjustments and or improvements are necessary to make.

Uganda National Association of the Blind, UNAB, was formed in 1970 to act as a voice of blind and partially sighted persons to provide specialised services for blind and partially sighted persons including their parents/guardians. The mission statement of the association is to better the quality of life of blind and partially sighted in Uganda regardless of sex and age through advocacy, networking, capacity building and model service provision. UNAB is the only self help organisation of the blind and partially sighted people in Uganda. NABP has been cooperating with UNAB since 1994. It was decided to support UNAB after a request from UNAB to the World Blind Union (WBU) in 1993. The request of WBU to NABP was based on the facts that services were not reaching the blind and therefore there was a need to strengthen UNAB to advocate for social change.

The overall goal and purpose of this project is to strengthen the organisation to fight for the rights of blind and partially sighted in Uganda. The main goal of the evaluation task is to analyse whether the support given by NABP has made the organisation strong/stronger and more competent to fight for equal rights and full participation in society for blind and partially sighted in Uganda. NABP would like to know whether the work of the organisation UNAB has led to a positive change and a positive development for blind and partially sighted in general, in Uganda.

Recommendations from the evaluation team are most welcome and will be of great value for future planning.

##### **Aim and objectives of the evaluation:**

The general aim of this formative evaluation is to assess whether the project is in accordance with its overall goal to strengthen UNAB so that the association can work to better the quality of life of the blind and partially sighted in Uganda.

The objectives of the evaluation will be an assessment of UNAB as a/an;

- sustainable organisation with nationwide coverage
- organisation able to advocate for the rights of the visually impaired
- monitoring body of national advocacy, network and capacity building programmes and an assessment of the actual outcome of these activities.
- service provider to its members

- organisation initiating and running self help and employee programmes
- organisation running income generating projects for general income and to ensure sustainability

**Scope of work:**

**The task of the evaluation team will include an assessment, and analysis of:**

- project structure/organisational structure (including how UNAB structures functions)
- financial management
- communication (within the organisation and with NABP)
- implementing process
- available resources (human and economical)
- the resource input and activities, relevance and sustainability, related to the project output.

**Methodology:**

A qualitative method, based on field visit, interviews and analysis of documents should be used to be able to give an analysis of what significant change this project has caused, if any, to the target group of this project, blind and partially sighted in Uganda.

**Suggestions on persons to be interviewed:**

- the Executive Director, Richard Angoyo
- members of the UNAB board (15 in total)
- the secretary
- President Frances Candiru
- former President Francis Kinubi
- program coordinators in UNAB
- volunteers working for UNAB
- other blind and partially sighted that are not members of UNAB

**Effectiveness:**

An assessment of the degree to which objectives, targets have been met.

**Progress:**

Implementation of activities compared to planned activities for the period in question.

**Efficiency:**

Impact compared with resources, an assessment of project management, its efficiency, use of resources, the staff and work force.

**Impact:**

Assessment of the project structure and its overall effect.

How does this project relate to national plans for Inclusive Education and the implementation of the Disability Act?

**Sustainability:**

Assessment of the sustainability of the project. To what extent has the support ensured sustainability of the project?

**Data collection:**

- The agreement between NABP and UNAB
- Other project documents such as quarterly reports, annual reports and other background documents are available in NABP office in Norway.

**Conclusion and Recommendations for the project considering:**

- future sustainability of UNAB
- available resources
- UNAB`s co-operation with others
- UNAB`s recognition in the society (also internationally)
- a facing out plan for NABP`s current support to UNAB
- future development and UNAB`s future plans.

**Work plan:**

This evaluation will begin in week ... and include one-week field visit to Kampala, Uganda for consultation and information gathering at the projects site (UNAB`s head office in Kireka). Consultation with the office staff and programme coordinators, UNAB`s board members, the President, and volunteers working for the association, plus other related actors should be done during this time.

**Reporting:**

A draft report with main findings and conclusions from the evaluation shall be submitted to NABP, UNAB and ATLAS/NORAD. Their consideration and written comments must be submitted to the team within one week after receiving the draft report. Based on these comments from NABP, UNAB and ATLAS/NORAD the team shall submit a final report within one week of receiving written comments to the proposed draft. This final report shall be submitted to NABP, UNAB and ATLAS/NORAD not later than week 5, 2008.

## **APPENDIX B**

### **Evaluation Activity Schedule/List of persons interviewed.**

The team met in Nairobi on Sunday 9/12/2007 and left for Kampala the same evening to arrive at about 9 p.m.

#### **Monday 10/12/2007:**

- Meeting with the Chairperson of UNAB.
- Meeting with the Executive Director of UNAB.
- Meeting with nine Board members of UNAB.
- Meeting with the women and youth representatives.

#### **Tuesday 11/12/2007:**

- Full day visit to the UNAB branch of Kayunga district together with the Chair person and the Vice Chair person. Visit to the home/farm of six persons who have been rehabilitated and are now engaged in individual income generating activities for self reliance. Courtesy call at the district administration.

#### **Wednesday 12/12/2007:**

- Visit to the Hi-Tech project. Meeting with the project coordinator/trainer, the assistant trainer and one former student.
- Group meeting with 11 UNAB staff.
- Individual meetings with the Branch Development officer, the Resource Mobiliser, the Sports Coordinator, and the Training Manager of Nabumali Training Centre.
- Afternoon visit to Mukono district, to meet a couple that engages in a variety of income generating activities (basketry, crop farming, and poultry farming).

#### **Thursday 13/12/2007:**

- Meeting with the Director of the Uganda Foundation of the Blind (UFB).
- Meeting with the UNAB Secretary/Accounts Clerk.
- Meeting with the Assistant Commissioner for Special Needs Education at the Ministry of Education and Sports.
- Meeting with the Assistant Commissioner for Disability and Elderly at the Ministry of Gender, Labour and Social Development.
- Dinner with UNAB Board and staff.

**Friday 14/12/2007:**

- Meeting with the UNAB Treasurer/Chairperson of the Finance Committee.
- Meeting with the UNAB General Secretary/Chairperson of the Personnel Committee.
- Meeting with the Executive Director of UNAB.
- Meeting with the Deputy Director of the National Union for the Disabled Persons of Uganda (NUDIPU).

**Saturday 15/12/2007:**

- Final meeting with the Executive Director and the Chairperson of UNAB.

**Sunday 16/12/2007:**

- Travel back to Kenya.

**Monday 17/12/2007**

- Meeting by the team at the Fairview Hotel in Nairobi.

**Wednesday 19/12 – Monday 31/12/2007**

- Meeting with the Executive Director of the African Union of the Blind (AFUB), Nairobi.
- Telephone meeting with the Chair person and the Executive Director of UNAB.
- Telephone meeting with the Country Representative of Sight Savers International (SSI) in Uganda.
- Telephone meeting with the Coordinator for Uganda in the Norwegian Association of the Disabled (NAD).
- Telephone meeting with the Project Coordinator of Right to Play in Uganda.

## APPENDIX C

### Suggestions for a Phasing Out Plan for NABP's current support to UNAB

It is assumed here that other activities/cost funded by NABP run as earlier planned. The focus here is on necessary changes in original budgets and activities, in order to facilitate funding and time for the suggested improvements and focus areas. Further suggestions are listed in the recommendation in Chapter 6.

PERIOD	FOCUS AREAS FOR UNAB	FOCUS AREAS FOR NABP
1 <sup>st</sup> quarter 2008	<p>Develop strategies and activity plans with prioritised focus areas.</p> <p>Hire consultant for market research regarding individual/institutional income generating possibilities.</p> <p>Develop an income generating strategy.</p> <p>Develop fund raising strategies and financial overview.</p> <p>Sort out GoU regulations on employee benefits, etc., and on "profit making"</p>	<p>Develop a 2 year financial plan for support to UNAB.</p> <p>Plan/budgets must reflect chosen priorities for phasing out period, including possibly paying staff benefits at termination of contracts.</p> <p>Pay for consultant/market research.</p> <p>Assist UNAB in planning and developing strategies.</p> <p>Transfer NABP competence on income generation and link UNAB to other relevant NABP-funded programmes.</p> <p>Assist UNAB vis-à-vis GoU.</p>
2 <sup>nd</sup> quarter 2008	<p>Plan for possible termination of staff contracts.</p> <p>Develop training/competence building plan for staff and Board.</p> <p>New drive in local fund raising.</p> <p>Develop new proposals and approach local and international donors.</p> <p>Start improvement of Hi-Tech centre with funding from other donor than NABP.</p> <p>Start improvement of Nabumali with own funds/other donor</p>	<p>Assist UNAB in employee issues.</p> <p>Make commitment for organising and funding training for UNAB staff and Board.</p> <p>Assist UNAB in developing proposals.</p> <p>Search network for possible new donors to UNAB.</p> <p>No funding for improving Hi-Tech Centre.</p> <p>No funding for improving Nabumali.</p> <p>Cuts in funding for running costs, equipment, maintenance, etc</p>
3 <sup>rd</sup> quarter 2008	<p>Improve skills training courses.</p> <p>Improve income generation activities for individuals.</p> <p>Suggestions to GoU for developing the UFB/GoU training centre in Kireka.</p> <p>Start staff/Board training.</p>	<p>Assist UNAB in improving income generating activities for individuals/link UNAB to other NABP-funded programmes.</p> <p>More funding for income generating activities.</p> <p>Organise and fund staff/Board training + study tour</p> <p>Link UNAB closer to NABP branches in Norway?</p> <p>Further cuts in funding for running costs, equipment, maintenance, etc.</p>
4 <sup>th</sup> quarter 2008	<p>Staff/Board training continues.</p> <p>Develop better planning and reporting tools.</p> <p>Update job descriptions according to new port folio and funding prospects.</p> <p>Improve income generation</p>	<p>Organise and fund staff/Board training.</p> <p>Assist UNAB in developing better planning and reporting tools</p> <p>More funding for income generating activities.</p> <p>Funding for employment programme.</p> <p>Stop funding for 1 staff. Pay for contract termination benefits?</p>

	activities for individuals. Develop employment programme outside education/agriculture sector.	Further cuts in other budget lines.
1 <sup>st</sup> quarter 2009	Staff/Board training continues. 1 staff transferred to districts/region for increased focus on strengthening local branches. Increase in income generation activities and employment programme continues.	Organise and fund staff/Board training. Pay for 1 staff (branch development) in district/region. Funding for income generating activities and employment programme continues. Further cuts in other budget lines.
2 <sup>nd</sup> quarter 2009	Staff/Board training continues. Increase in income generation activities and employment programme continues.	Organise and fund staff/Board training. Funding for income generating activities and employment programme continues. Stop funding for 2 staff. Pay for contract termination benefits? Further cuts in other budget lines.
3 <sup>rd</sup> quarter 2009	Develop new project plan for NABP funding. Staff/Board training continues. Increase in income generation activities and employment programme continues.	Assist UNAB in developing new project plan. Organise and fund staff/Board training. Funding for income generating activities and employment programme continues. Further cuts in other budget lines.
4 <sup>th</sup> quarter 2009	Develop new project plan for NABP funding. Increase in income generation activities and employment programme continues.	Assist UNAB in developing new project plan. Funding for income generating activities and employment programme continues. Further cuts in other budget lines.
2010	One project run in cooperation with NABP.	Funding for one project. Paying salary for one project staff.