



THE REPUBLIC OF UGANDA  
MINISTRY OF LOCAL GOVERNMENT



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**INCLUSIVE AND SUSTAINABLE NEW COMMUNITIES  
PROJECT IN UGANDA  
MID-TERM EVALUATION**

**FINAL REPORT**

Submitted by

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## List of acronyms and abbreviations

|          |   |
|----------|---|
| CAO      | Chief Accounting Officer  |
| CDD      | Community Demand Driven   |
| CDOs     | Community Development Officer   |
| CDP      | Country Development Programme   |
| CSOs     | Civil Society Organisations   |
| DTPC     | District Technical Planning Committee   |
| FGDs     | Focus Group Discussions   |
| ICT      | Information and Communication Technology  |
| ISNC     | Inclusive and Sustainable New Communities   |
| KoICA    | Korea International Cooperation Agency  |
| LED      | Local Economic Development  |
| LGs      | Local Governments   |
| LLGs     | Lower Local Government  |
| MDGs     | Millennium Development Goals  |
| NDP      | National Development Plan   |
| NFLTC    | National Farmers Leadership Training Centre   |
| NGOs     | Non-Governmental Organisations  |
| OECD/DAC | Organisation of Economic Commission for Development/ Development Assistance Committee |
| PDC      | Parish Development Committee  |
| PWDs     | Persons With Disabilities   |
| SDGs     | Sustainable Development Goals   |
| SMU      | Saemaul Undong  |
| ToR      | Terms of Reference  |
| UNDAF    | United Nations Development Assistance Framework                                       |
| UNDP     | United Nations Development Programme  |
| VDC      | Village Development Committee   |
| VSLA     | Village Savings and Loans Association   |



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## Executive summary

### Project Background:

The Inclusive and Sustainable New Communities (ISNC) project is a 24 month project that is being implemented in the districts of Kabarole, Luuka and Maracha as a pilot by the Ministry of Local Government with financial support from UNDP and KoICA. The project design and implementation has been guided by the Saemaul Undong model; a Korean community development model that started in the 1970s in order to develop the underdeveloped rural sector. The SMU is an integrated rural community development movement for the betterment of living conditions of people through income enhancement, infrastructure development, improving living environment and community building. Its goal is to build better and sound communities by the community people using self-help efforts thereby contributing to national development. Thus, the model is aimed at making village communities to live the spirit of diligence, self-help and cooperation, mainly through deliberate community action. The model therefore focuses on inculcating the “we can do” spirit and confidence through voluntarily agreement to address the challenges that afflict a community with little dependence from outside.

**Evaluation Purpose and questions:** The project was launched in July 2015 and was slated to end in June 2017 but has been granted a no-cost extension up to December 2017. Although the project’s Mid-term evaluation was not timely, it was deemed by the stakeholders to still be useful for guiding the design and implementation of the scale up phase since this was a pilot project. Thus, this Mid-term evaluation was commissioned to assess project implementation focusing on how the design of the project has impacted on implementation, results, relevance, effectiveness, efficiency, and sustainability. This report therefore articulates key project results, challenges and lessons learnt which form the basis of the conclusions and recommendations which is in response to the specific evaluation questions hereunder;

- i. How relevant and appropriate is the project design to the achievement of project results through community-led development as well as policies related to Decentralization, Local Governance and Local Economic Development, UNDP's mandate and UNDAF/Country Programme Document?
- ii. To what extent have project key objectives, goal and project specific outputs and outcomes been achieved? What were the unintended consequences of this project?
- iii. What relationships and partnerships are most effective in terms of delivering expected results? Specifically assess the strengths and weaknesses of direct and tangential partnership arrangements of the project with stakeholders in delivering project objectives?
- iv. To what extent were the project financial resources available and appropriately utilized? Appraise the value for money in the utilization of resources?
- v. Assess the role of the project in contributing to gender concerns/ equality and the empowerment of women?
- vi. What project sustainability measures were put in place and what factors are likely to affect project sustainability? How well has the project used the information generated by the performance indicators during project implementation to adapt and improve the project?

### Results:

The project interventions are highly relevant as they resonate with both international, national and community level development priorities and aspirations as enshrined in the SDGs, NDP II and Vision 2040. The project is well aligned with the national development policies such as LED, Decentralization and the community development policy among others. By bringing the community members at the forefront of their local development, the ISNC project is well positioned to promote responsive and participatory planning processes which in turn enhance the relevance of the interventions.

The evaluation noted that there is satisfactory progress towards the achievement of the set outputs which presents a high potential for supporting the realization of the desired outcomes and impacts. However, late implementation of some project activities has notably delayed the realization of the envisaged results; a factor that lowers the effectiveness of the project. Nevertheless, the evaluation

noted a higher degree of consistence in the project results chain which would guarantee project effectiveness at full activity implementation.

The community based implementation approaches that have been adopted coupled with sound financial management regulations as well as decentralized implementation process have ensured cost effectiveness of the project. The evaluation established that the ISNC project has been implemented with low cost since it has been integrated in the National Implementation Modalities (NIM). The voluntarism spirit that the project has promoted coupled with the community wiliness to contribute local available resources has helped to ensure project efficiency.

Participatory implementation approach that has been adopted under the ISNC portrays the potential for enhanced project sustainability. This is because the communities have successfully owned the project interventions and as such are willing to contribute resources for sustaining the interventions. This coupled with the capacity strengthening interventions undertaken by the project, the possibility of project continuation beyond the finding period is ascertained.

The ISNC project has shown potential for stimulating inclusive community development given the way it has mainstreamed gender and harnessed partnerships with both public and private entities at national and sub national levels. As such, project implementation contains valuable lessons and best practices worth scaling up and replication in similar circumstances as seen hereunder;

#### **Lessons Learnt:**

- ✓ The use of community based implementation strategies contains enormous efficiency gains and facilitates community project ownership and contribution which enhance project sustainability potential.
- ✓ Collective engagements are key to mind change as it creates a sense of belonging and inclusion of the otherwise marginalized groups (women, youths, elderly and disabled). The ISNC project has demonstrated that the communities are considered poor can actually liberate themselves with little external assistance once they are well mobilized.
- ✓ The involvement of political leadership in community mobilization facilitates the process and fuels the success of community based initiatives. This is because in communities where the SMU groups were fully supported by the LC I chairpersons reported ease in mobilizing community members for community work unlike in communities where the LC I chairpersons were less supportive. In Luuka district where the LC 1 Chairpersons in Bukanga Sub-county have formed themselves into an SMU group as a means of supporting the SMU groups in their respective areas, the work of community mobilization for community work was reportedly more smooth than in Kaina parish where several LC 1 chairpersons were reportedly not supportive.
- ✓ The integration of the project implementation arrangements in the National Implementation Modalities (NIM) has been associated with enormous efficiency gains as it lowers the overall administrative costs. The ISNC project is being implemented with only one directly supported project staff (Focal person at the Ministry of Local Government); a factor that has kept the implementation costs low without affecting the quality and quantity of project deliverables.
- ✓ Effective involvement of the community in the project implementation lays a solid foundation for project sustainability as the community members' willingness to own and contribute their resources for the project is stimulated. Thus, projects implemented with community based approaches are more likely to be sustained.
- ✓ The idea of integrating participatory planning at community level was key to implementation of the community priorities-parish development strategic plans feeding into sub-county

development plans. As a result, the community members are motivated by seeing their local plans being work on by the Sub-county and district authorities.

- ✓ Leading by example is a key motivator for effective community engagements. The involvement of top technical and political leaders in the community work across all the implementing districts has been encouraging and motivated enhanced community involvement. In Luuka and Maracha districts for example, technical staff at the district have been assigned to specific SMU groups. The assigned staff participate and officiate during all the communal work undertaken by the groups. This arrangement has helped in timely identification of the needs and challenges which are presented for discussion and redress during the ISNC core team meeting at the district.
- ✓ Participatory engagement with the communities in planning process creates awareness of the economic resource potential within their midst that can be exploited for local economic development
- ✓ Revitalizing the theory of mind set change for self-help commonly known as Bulungi Bwansi can trigger development and self-sustaining initiatives within communities rather than looking up to central and local governments.
- ✓ For SMU model to take root and be a grounded approach in development there is need to vigorously involve and train and strengthen the local government and community leaders at all levels. Further still for any government to realize its strength there is need for a strong grass root structures such as PDCs, Parish chiefs, LCs for effective service delivery to be realized equitably.
- ✓ In Uganda, the model and formula of financing ratio 50:30:20 was surpassed by communities given their robust involvement and participation levels. This is also due to the fact that communities know what they want and can actually contribute enormously only if they are strategically guided by their respective leaders
- ✓ Building effective partnerships at both government and community levels is critical for effective building of sustainability of development initiatives. A case in point is the ISNC partnership with The Hunger Project and Kabarole Research and Resource Centre. It is on the basis of the findings and lessons learned as presented in the main report that the evaluation made the following recommendations.

## Recommendations

1. **Production of a professional documentary and publications:** There is an urgent need for a high definition professional video documentary to capture the outcomes of the SMU model before the project end so that it's able to empirically capture all the processes, activities, actions etc. The documentary will be a credible source of information since it gives the beneficiaries' experiences first hand. There are no quick documents to refer to for information on the outcomes of the ISNC project. There is need for some knowledge materials. A success story booklet with beneficiary quotes and supporting high quality photos, annual activity reports with well-presented findings and experiences as well as handbook/manual will be a good resource for future reference. With the good experiences from the beneficiaries of the ISNC, there is need for this information to be shared with the wider public if this is to be taken on and replicated by other non-participating communities.
2. **Adoption of inclusiveness and Self-help model by Local Governments:** should be adopted and be resident within the local governments planning and programming processes. The ministry of Gender Labour and Social Development should be highly involved right from the initial stages of project planning throughout the implementation process. There is need for



strengthening the lower level local government structures by reviving and re-awakening the Parish Development Committees (PDCs) and parish chiefs

3. The results of this evaluation indicate that the ISNC is a successful project whose design, principles and lessons can richly benefit other projects. For example, the SMU principles should be used as the key guide in the selection community level beneficiaries of successor projects. The distribution of Operation Wealth Creation inputs should follow the ISNC principles as they have proven successful in causing desired changes at the community level.
4. Exit strategy plans: whereas the project design document was silent about the exit strategy of the project, the consultant was able to note that some implementation strategies especially using the local government and community structures and systems were good for project sustainability. However, the consultant recommends that a consolidated smooth exit strategy should now be clearly focused on in order not to jeopardize the results and impact sustainability. This can be achieved through various actions such as:
  - Formalization and consolidation of community organizations and associations such as the VSLAs and SACCOs
  - Simplified ICT platforms that can help communities and leaders in management and marketing
- a) The ISNC should be implemented as an intervention intended to resuscitate and reinforce bottom-up planning process not as a detached intervention whose funding should be seen as independent of the usual service delivery approaches in local governments.
- b) All service delivery interventions aimed at improving livelihoods should be mainstreamed through the ISNC model to enhance resource allocation and contribution from government, reduce duplication as well as promote the roll out within the pilot districts.
- c) Local governments should contract out development projects (infrastructure and energy and conservation technologies) to community IGAs as a way of reciprocating their contribution and strengthening their incomes bases. This approach could further strengthen community participation in planning and implementation SMU model in pilot communities and beyond.
- d) There is urgent need for the local governments to equip communities with knowledge and skills in technologies to exploit local economic potential like rain water harvesting, solar for production, energy technologies like briquettes. Public/ Private partnerships can be exploited as the potential avenues to scale up the interventions based on business models that could enhance community incomes as well as expand tax base of the local governments.
- e) The operational manual provides a menu of labelling and identifying ISNC SMU projects and groups. These guidelines should be shared with the communities and facilitated to implement them in order to enhance project visibility.
- f) Local government leaders will need to be continuously mentored and supported to drive the change management processes that ISNC brings and the SU model should be considered a crosscutting implementation model by all development players.
- g) An activity planning and reporting template form community level which is user friendly, be designed to enable communities improve their documentation reporting by cycle two of the assessment. Documentation skills will further help them score more and also facilitate knowledge management and sharing.
- h) Continuous practicing of the SMU model to address the individual production and marketing mentality, training in appropriate technologies on energy, water and environment, together with

routine monitoring by LLGs, HLGs and the MOLG will address the challenges under the LED parameter.

- i) There is need to put strong emphasis on knowledge management, sharing and documentation within communities, districts and national level.
- j) The distribution of income generating enterprises should focus on maximizing benefit to the group other than individual group members. The project should put up measures to ensure that the acquired enterprise revolves around the entire group members. This particularly applies to Kabarole and Maracha districts where the distribution of these enterprises took an individual approach. There should be arrangements to ensure that the young ones say of pigs or hens should be passed on to other members until all members have got.
- k) The project put much emphasis on production enhancement while paying little attention to post-harvesting facilities, yet the two are so integral if price volatility is to be reduced. It is critical that post-harvesting interventions are integrated in the design and implementation of ISNC projects in future.
- l) The aspect of intra and inter group competitions needs to be more emphasized in order to keep the SMU principles on top of the community development agenda. Both financial and nonfinancial incentives should be employed to motivate and reward hard work but all this needs to be done in a manner that is sustainable. This can be designed to feed into periodic farmer exhibitions at Sub-county, district and national level.
- m) The next ISNC projects should focus more on enabling communities to access low cost investment loans other than grants. This can be made possible through targeting support to VSLA, Village Banks and other financial institutions that can easily be accessed by the communities. This will potentially encourage hard work and increase a sense of responsibility over effective utilizations of resources.
- n) End of project evaluation should largely be quantitative in order to capture measurable changes in the lives of the beneficiaries as a result of the project. This is because the quantitative data presented in this report have been extracted from other reports which poses challenges of data verification.

This report presents the findings of the Mid-term evaluation of the ***“INCLUSIVE SUSTAINABLE NEW COMMUNITIES (ISNC) IN UGANDA PROJECT”***. Structured in three main sections, the reports present project background which forms the basis of the evaluation with particular focus on; evaluation purpose and objectives, scope, questions as well as the methodology. Section two presents the key findings in tandem with the evaluation questions and OECD/DAC evaluation criteria (Relevance, effectiveness, efficiency, impact and sustainability) which informs the lessons learnt, best practices and recommendations as contained in section three of this report.

### 1.1 Project background

#### 1.1.1 Project context

Uganda has made remarkable progress towards achieving Millennium Development Goals (MDGs) with substantial positive effects filtering through the population's welfare with more progress being envisaged during the SDG era. However, the country is still least developed and is grappling with various socio-economic challenges such as poverty, poor service delivery in general and decimal inclusion of marginalized populations in national development. Mobilizing the local population to take a central stage in their own development has in the recent past received great national and international attention which has witnessed the formulation and implementation of various policies in Uganda such as decentralization, Local Economic Development (LED) as well as National Community Development among others.

Whilst the above policies and their subsequent implementation frameworks have registered some achievements, much is still desired to propel internally generated growth and development which can be sustainable. For example, community involvement and ownership of local development initiatives remains a key ingredient for achieving sustainable development at all levels as emphasized in several development frameworks such as NDP II, UNDAF, CPD and SDGs. Furthermore, effective exploitation and appropriate utilization of local resources plays a pivotal role in supporting the much desired internally generated development. While effective community engagement and effective and sustainable exploitation of local resources are the key pillars of all people centred development initiatives, the mobilization of local resources to support these developments has remained an anthill challenge. As such, both the population and leadership structures at lower levels have always looked at central government for development resources; a factor that defeats the spirit of decentralization.

Following the transformation path of Republic of Korea, positive mind set change to increase the population's sense of ownership of the development processes has proved successful under Saemaul Undong model. Saemaul Undong is a Korean community development model that started in the 1970s in order to develop the underdeveloped rural sector. Since the 1970s when Saemaul Undong came to the forefront in all community oriented development, the model has elevated itself from a mere programme to an ideology being lived by all the Koreans even today<sup>1</sup>. The thrust of the model is mind-set change aimed at making village communities to live the spirit of diligence, self-help and cooperation, mainly through deliberate community action. The model therefore focuses on inculcating the “we can do” spirit and confidence through voluntarily agreement to address the challenges that afflict a community with little dependence from outside. It relays community efforts and resources towards addressing development challenges of the community. This is the same philosophy that underpins the design and implementation of the ISNC project that is being piloted in the districts of Maracha, Luuka and Kabarole.

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<sup>1</sup> SMU manual

### 1.1.2 Project design and implementation

The design and implementation of ISNC project resonates with both national and international development frameworks and commitments with the primary focus on stimulating Local Economic Development. On the international scene, the project is well aligned with the Sustainable Development Goals (SDGs) and therefore represents national commitment towards domestication of these goals. Nationally, the ISNC project is anchored within the aspirations of the Vision 2040 and the strategic direction of NDP II with the primary focus on rural transformation through positive mind-set change.

With the financial and technical support from UNDP and KOICA, the “INCLUSIVE SUSTAINABLE NEW COMMUNITIES (ISNC) IN UGANDA PROJECT” has been implemented as a pilot project in the districts of Luuka, Kabarole and Maracha through the Ministry of Local government (IP) since 2015. The core objective of project is to support Uganda’s transformation through community-driven integrated and sustainable local development. The ISNC project in Uganda is part of the global Saemaul Initiative towards Inclusive and Sustainable New Communities (ISNC) project, which was launched in 2014. The project is being implemented in 6 countries including Uganda and Rwanda in the East African region. The global ISNC project aims to update, integrate and scale up elements of SMU and its application using an exemplary systematic approach and effective platform for development cooperation.

The implementation of ISNC project in Uganda has been aiming at achieving 5 key outputs that are envisaged to contribute towards the achievement of the outcomes of the international, national policy framework and development initiatives such SDGs, NDP II, UNDAF, Decentralization and LED among others. More specifically, the project outputs are designed to contribute to the UNDP CDP outcome 1.3 “By end 2020, targeted public institutions and public-private partnerships are fully functional at all levels, inclusive, resourced, performance-oriented, innovative and evidence-seeking supported by a strategic evaluation function; and with Uganda’s citizenry enforcing a culture of mutual accountability, transparency and integrity”. The key project outputs are;

**Output 1:** Strengthened institutional systems for local development planning, budgeting, implementation, and monitoring, with focus on Sub-County, Parish, Village Development Committees, in order to address the dependency syndrome on central government and donors.

**Output 2:** Enhanced cohesiveness and inclusiveness of community development at local level, increasing participation and engaging women, youth, poorest, disadvantaged and marginalized population and reducing fragmentation of community based associations.

**Output 3:** Local resources increased and financing mechanisms improved to ensure that they reach community level through innovative and sustained financing of local development priorities identified by community-based organizations and village development committees.

**Output 4:** Scale-up of proven sustainability innovations including ICT, environmentally friendly technologies, social enterprises through standardization, certification, dissemination and incentives.

**Output 5:** Generated knowledge is documented and disseminated nationally and globally through South-South Cooperation mechanisms, while linkage with academia is reinforced for its continuous engagement.

### 1.2 The ISNC project MTR

The project was launched in July 2015 and was slated for completion in June 2017. However, its mid-term review was not undertaken at mid-way but was still vital in order to provide key lessons that would help improve the project design and implementation since this was just a pilot. Thus, the mid-term review was guided by the following purpose and objectives.

#### 1.2.1 Evaluation purpose and objectives

As given in the ToR (annex 2), this was an independent evaluation purposed to assess the project’s achievements against the set objectives in addition to project design and implementation arrangements as well as monitoring and evaluation. This was further intended to identify and document lessons learnt

(including design issues, lessons and best practices that can be up-scaled or replicated), as well as quantifying the project's contribution to the Government of Uganda's efforts and commitments to local development and local governance. Leaning on the OECD/DAC evaluation criteria, focus was placed on; the effectiveness, efficiency, relevance, impact and potential for sustainability of the project. Additionally, the factors that have affected project implementation and facilitated or impeded the achievement of the objectives and attainment of results were also identified and assessed in order to guide action planning for enhanced results in the next implementation phase of the project.

Thus, the main objective of the mid-term evaluation was to assess project implementation focusing on how the design of the project has impacted on implementation, results, relevance, effectiveness, efficiency, and sustainability. The evaluation therefore captured evidence on the project's contribution using a systems analytical lens focusing on both intended and unintended results. The assessment encompassed how the project inputs have been utilized to produce the desired outputs, outcomes, impact and whether both the results and strategies are sustainable. The analysis therefore brings to light key project results, challenges and lessons learnt which form the basis of the conclusions and recommendations. More specifically, the evaluation answered the following questions as given in the ToR.

### **1.2.2 Evaluation questions**

- i) How relevant and appropriate is the project design to the achievement of project results through community-led development as well as policies related to Decentralisation, Local Governance and Local Economic Development, UNDP's mandate and UNDAF/Country Programme Document?
- ii) To what extent have project key objectives, goal and project specific outputs and outcomes been achieved? What were the unintended consequences of this project?
- iii) What relationships and partnerships are most effective in terms of delivering expected results? Specifically assess the strengths and weaknesses of direct and tangential partnership arrangements of the project with stakeholders in delivering project objectives?
- iv) To what extent were the project financial resources available and appropriately utilized? Appraise the value for money in the utilization of resources?
- v) Assess the role of the project in contributing to gender concerns/ equality and the empowerment of women?
- vi) What project sustainability measures were put in place and what factors are likely to affect project sustainability? How well has the project used the information generated by the performance indicators during project implementation to adapt and improve the project?

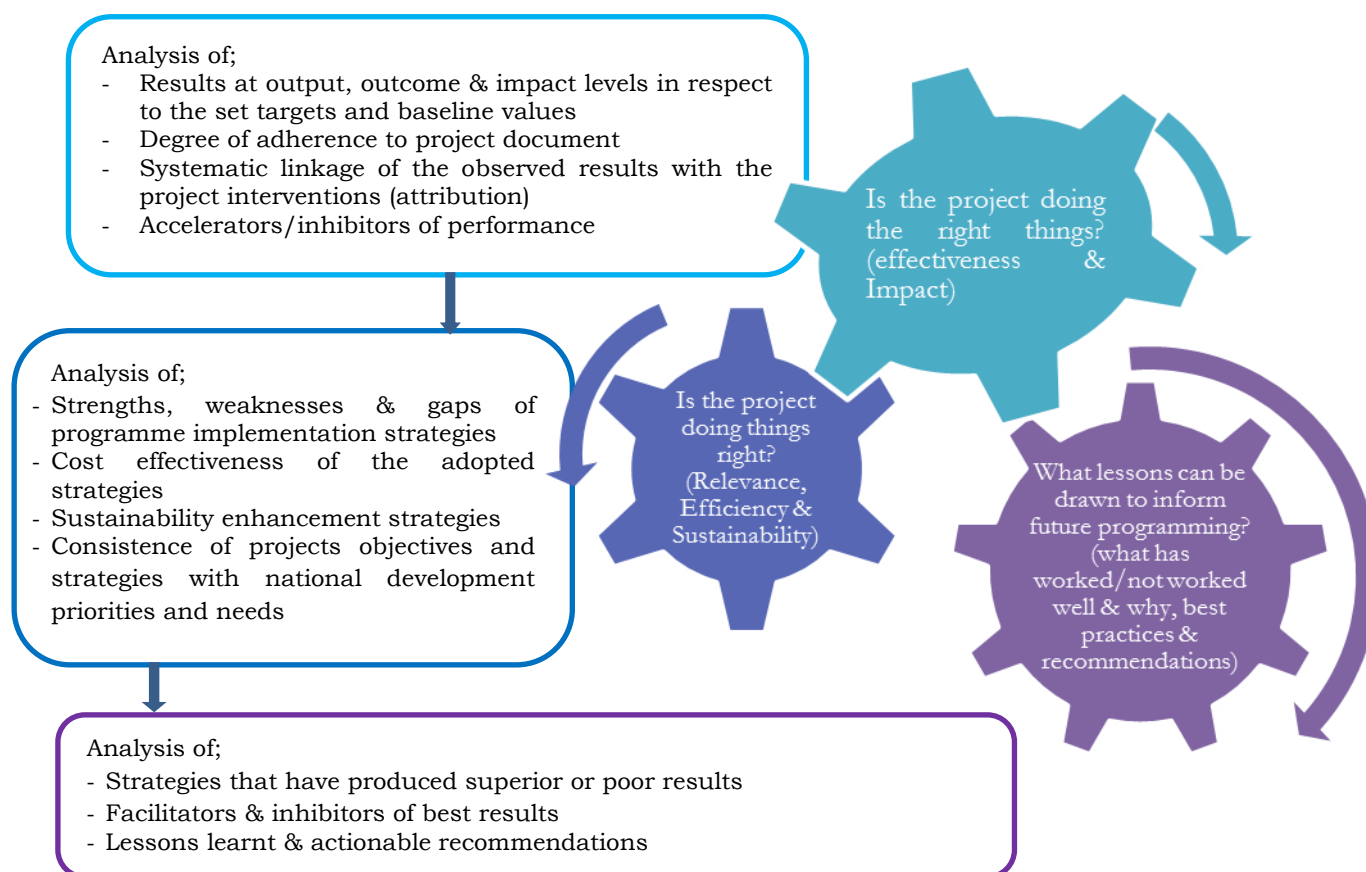
### **1.3 Evaluation Approach and Methodology**

The evaluation employed a mixed methods approach combining both qualitative and quantitative techniques in order to enhance the validity of the findings. Quantitative data however was mainly extracted from secondary data sources particularly project M&E reports. The Logical framework and Theory of Change integrated in the OECD/DAC evaluation criteria were the major analytical frameworks adopted for the study. The evaluation process was highly interactive, consultative and participatory and this was intended to enhance ownership of the results and smooth adoption of the recommendations.

#### **1.3.1 Technical approach**

The overall technical approach was based on what the evaluators termed as the "Triple Results Focus Model" that is anchored on the three universal evaluation questions namely; 1) Has the project done the right things?; 2) Has the project done things right?; 3) What can be learnt from the implementation experience to inform future programming?. A focus on results in the light of OECD/DAC evaluation criteria formed a key dimension in answering these questions as seen in figure 1.1 below;

**Fig 1.1: Triple Results Focus Model**



**Model by the Consultant (2017).**

### **Question 1: Has the project done the right things?**

The first question was answered through assessment of the project results to date in the light of the targets and baseline values in order to ascertain the extent of project success and contribution. The degree of adherence to the project design as well as the facilitators and inhibitors of enhanced project performance were also central in the analysis at this stage. This was intended to reveal how far the project is in terms of delivering on its promise (envisaged outputs, outcome and impact).

### **Question 2: Has the project done things right?**

The second question was answered through analysis of the implementation strategies and management arrangements in order to identify their strengths and weaknesses in respect to relevance, efficiency and sustainability of both the project design and intervention strategies.

### **Question 3: What lessons can be drawn from the implementation experience?**

Premised upon the findings from the analysis under the first two questions above, conclusions, lessons learnt, best practices and recommendations were drawn as presented in the last section of this report.

### **1.3.2 Execution approach**

The overall execution of the assignment was based on ***“Assessment to Action”*** approach with clear but overlapping activities at each of the phases as illustrated in figure 1.2 below. Being a mid-term review, the assessment looked back and forth of the project in order to take stock of the achievements and use the implementation experience to draw lessons to inform the next implementation phase.

**Fig 1.2: Assessment to Action execution approach**



Source: <http://assessment-action.net/>

### **Phase 1: Plan and organize**

Inception meetings were held with both the UNDP and Ministry of Local Government staff that are in charge of the project. This phase is important for consensus building around the evaluation approach and methodology and led to the finalization of the inception report.

### **Phase 2: Learn through Data collection**

The evaluation utilized both primary and secondary data whose collection and analysis integrated both quantitative and qualitative techniques. Whilst qualitative data was captured through primary sources (key informant interviews and Focus Group Discussions) quantitative data on the other hand was largely extracted from secondary sources particularly project M&E reports.

#### **a) Primary data**

In-depth key informant interviews were held with key project stakeholders that included; members of the project board, UNDP and Ministry of Local Government staff, district and Sub-county officials in charge of the project as well as SMU champions at district and Sub-county levels (list of key informants in annex 5). A total of 20 interviews were conducted and the process made use of an interview guide tailored to specific stakeholder categories as in annex 6 FGDs on the other hand were held PDC and VDC members as well as members of the selected SMU groups. A total of 18 FGDs were held with the district core teams, Parish Development Committees and selected SMU groups. The process made use of an FGD guide (annex 4).

The key informants were purposively selected on the basis of their roles in the management and implementation of the ISNC project while the SMU groups that participated in the FGDs were randomly selected from three out of five ISNC implementing parishes in each district. Both the district and sub county ISNC core teams were also engaged in a group discussion in order capture more insights in the context specific project management aspects. The SMU groups were stratified by the specific projects in order to ensure inclusion of all supported projects in the sample. Besides the group discussions, the evaluation team physically visited the projects and took photographs as seen in the findings section.

#### **b) Secondary data**

Secondary data was the main source of quantitative data that has been used in collaboration with qualitative data from interviews and FGDs to best support conclusions and inform recommendations. The evaluators undertook desk reviews following a three phase process namely; 1) determining the required information, 2) identifying and obtaining key documents and 3) extracting summarised data for subsequent analysis. The process made use of data extraction form that was thematically flowing from the evaluation objectives and questions indicated in the evaluation matrix in the inception report. A list of documents reviewed is indicated in annex 6.

### **Phase 3: Analyse**

The evaluation employed a results chain/systems analysis model in order to draw evaluative associations between the project variables (inputs, activities and processes) and expected results (outputs, outcomes and impact). Integrated with the OECD/DAC evaluation criteria, this facilitated the analysis of project relevance, effectiveness, efficiency, impact and sustainability. Following a theory of change and the project's logic model, analysis was centred on ascertaining the extent to which the envisaged changes among the project beneficiaries have been achieved and the factors that have facilitated and/or inhibited the achievement of the project targets set-forth in the project logframe. Thus, content and thematic analysis techniques were therefore utilized to derive meanings from secondary and qualitative primary data that have been used to better explain the quantitative data derived from secondary data sources.

### **1.3.3 Structure of the report**

The report is structured along the six evaluation questions in the introductory section but with major themes derived from the OECD/DAC evaluation criteria as seen in the next section. On the basis of the evaluation findings presented in section two, conclusions, lessons learnt, best practices and recommendations are drawn as presented in the last section (three). The findings of the report are therefore potentially able to inform the action plans that will be developed for enhanced project performance and results in the next implementation phase.

### **1.3.4 Study limitations**

The adopted study design to some extent poses some limitations to the findings of this study. The study was largely qualitative and the quantitative data used in the report are derived from other reports whose validity and reliability the evaluators had no control over. Besides, the qualitative leaning of the study could not allow the evaluation to vividly assess some quantitative project performance indicators such as changes in household incomes as a result of the project interventions.

Besides the qualitative leaning of the study and its limitations above, the poor documentation of the project achievements deprived the study of useful insights that could have escaped the participants' memories. Furthermore, there was no data on how the project interventions are impacting district performance indicators such as improvement in school enrolment and retention as well as changes in sanitation and hygiene. This is because none of the project district had undertaken any survey on the status of the project indicators especially at impact level.

Moreso, the project implementation period is still too short to allow objective assessment of the project impact. Therefore, the project impact discussed in this report is projected basing on the current outcomes which have been used as early impact indicators.

Despite the study limitations above, the study presents useful data in tandem with the evaluation objectives and questions and to this extent the evaluators are confident that the purpose for which the exercise was commissioned has been achieved.

In view of the study limitations above, the triangulation of data sources and collection methods was key in ensuring that the validity of the findings are not compromised.



## **2.0 EVALUATION FINDINGS**

This section presents the findings of the Mid-term evaluation based on both primary and secondary data sources. Structured in accordance with the OECD/DAC evaluation criteria, the presentation of the findings provides answer to the six evaluation questions in the introductory section. The presentation of findings therefore lays a foundation for deriving the conclusions, lessons learnt, best practices and recommendations as presented in the last section of this report.

### **2.1. Project relevance**

The degree of the project's external and internal consistence formed a key dimension in the assessment of its relevance. Therefore, key themes discussed in this subsection are; project concept and design, project implementation and management, relevance enhancement strategies and the integration of the gender in the overall project design and implementation and the results thereof. Externally, the evaluation under this section articulates how the ISNC project resonates with the international, national and sub national development agenda and priorities on one hand (external consistence) and the extent to which the project management and implementation framework has supported the realization of the expected results.

#### **2.1.1. Project concept and design**

The assessment of the project concept and design was focused on ascertaining the relevance and appropriateness of the design to the achievement of project results through community-led development as well as policies related to Decentralisation, Local Governance and Local Economic Development, UNDP's mandate and UNDAF/Country Programme Document. The evaluation established that the project concept is well conceived and is modeled along the lines of successful initiatives of the community led local development- the Saemaul Undong Model (SMU) of Korea. The project embraces Uganda's existing country development strategies which also emphasize community participation and inclusiveness focusing on demand –driven governance, local Economic Development as stipulated in the Second National Development plan (NDPII)<sup>2</sup>.

The project concept builds upon the decentralization framework structures, but this time around the emphasis is put on strengthening the local development initiatives that go hand in hand with building capacity, generating local resources as well as targeting the youth , women and other vulnerable groups<sup>3</sup>. Overall, the concept is about strengthened local initiatives that integrate government and private sector approaches to local development. It reinforces bottom-up planning and the sub-county development models upon which the NDP II is anchored<sup>4</sup>.

##### **a) Project Logic**

An assessment of the project document indicates that the project is well designed with clear logic approach from activities- to outputs to outcomes and objectives to goal. The results framework of the project is elaborate with clear and detailed SMART indicators, target values and means of verification. Risk analysis is well elaborated with clear measures and allocation of responsible centres that were anticipated to have ability and powers to prevent or mitigate risks<sup>5</sup>. Baseline data generated after the commencement of the project provides both qualitative and quantitative baseline values that are verifiable along the project implementation continuum<sup>6</sup> and rhymes well with the situational analysis that informs the project intervention logic<sup>7</sup>. The outcomes of the project are realistic and tend to be reinforced by similar interventions being implemented in the pilot districts. Those key aspects of the design therefore were intended to render the project yield high level achievements in terms of results and sustainability of project interventions<sup>8</sup>.

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<sup>2</sup> Activity Report, May 2017- Community Support And Performance Evaluation Mission for Luuka, Maracha and Kabarole Districts

<sup>3</sup> 2017 Annual Work plan for the project.

<sup>4</sup> National Development Plan II

<sup>5</sup> Project document- see results framework and risk analysis matrices

<sup>6</sup> Baseline Study report for ISNC project conducted by the School of Economics- Makerere University for the Ministry of Local Government

<sup>7</sup> Project document-see situational analysis

<sup>8</sup> UNDAF 2016-2020, CPAP, NUSAF II, Operation Wealth Creation, Community District Development interventions and LGSSP-2013-2023)

In addition to the clear conceptualization and design of the project, the evaluation further noted that the project implementation was well anchored on robust strategies and management arrangements that well integrated inclusiveness, gender mainstreaming, capacity building, volunteerism and environmental protection. All these strategies provide a solid base for achievement of the envisaged project results. As explicitly indicated in the ISNC implementation manual, the management of the project has been streamlined both in theory and practice at both the national and sub national levels up to the community.

As a critical path activity, the project prioritized leadership training and community sensitization in order to build solid base for mind-set change which is the heart of the project. Wide stakeholder consultations at all levels were successfully done and this has helped Marshall support for the project. The project implementation approaches have been sound enough that unlike most other projects, participation in the ISNC project has largely been on a voluntary basis.

### **b) Partnerships and Synergies**

The implementation of the ISNC project has been based on a number of partnerships that have emerged at different levels. These have been at the global and national levels as well as within the piloting districts. At Regional/global level, a partnership/mechanism had been put in place to share knowledge and expertise and identify potential areas and partners for triangular cooperation with around 70 countries utilizing this SU discourse for development<sup>9</sup>. Indeed, in 2016 there was second annual global project board meeting held in Cochabamba, Bolivia that reviewed the progress in the implementation of the global project titled “Saemaul Initiative Towards Sustainable and Inclusive New Communities (ISNC)” and approve the work plan for 2016- 2017<sup>10</sup>.

At the national level within Uganda, there was a developing partnership between the Local Government and Academia. This was mainly one established between Makerere University School of Economics and Policy Research and Ministry of Local government. This partnership was intended to enhance learning on SU through well-crafted modules out of this ISNC pilot study. The documents reviewed did not indicate the extent to which the partnerships had been strengthened<sup>11</sup>.

Within the districts implementing the pilot, 15 partnerships were established aimed at sharing best practices especially with other business actors operating within the communities<sup>12</sup>. It is important to note that there were also emerging champions of the ISNC model with high political clout at the national and district level signifying political will to implement the model. Notable high profile champions include His Excellency the President of Republic of Uganda, and LCV chairpersons of Kabarole, Maracha and Luuka and MoLG among others<sup>13</sup>.

With synergies, a number of CSOs, private sector and government programs, departments and agencies had developed synergies with the project. CSO players that were reported active with the project beneficiary communities included Madhvani Foundation, Send a cow, Busoga Trust, Young and Old Persons Integrated Development Program in Africa. Others were Hofokam, BUFARE, KITOFARE, CARITAS, KRC; Young and Old Persons Integrated Development Program in Africa, Community Empowerment for Rural Development, Alliance 1, Meridian; private sector players include Uganda coffee Exporters Limited(UGACOF)<sup>14</sup>, Kibiito SACCO, Continental Tobacco and UGACOFE implementing techniques on environmental conservation. The government programs and departments/agencies reported in supported of the project initiative were UCDA, Operation Wealth Creation run in office the president. Operation wealth creation engaged in activities of supplying agriculture inputs in partnership with the project with Vegetable Oil Development project. The Uganda Sanitation Fund funded the construction of latrines to 1000 households in Maracha district where ISNC supported communities under the smart home

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<sup>9</sup> ISNC baseline Survey

<sup>10</sup> 2016 global board meeting saemaul initiative towards sustainable and inclusive new communities

<sup>11</sup> ISNC baseline Survey

<sup>12</sup> Final draft for cycle one for the three districts May 2017

<sup>13</sup> ISNC baseline Survey

<sup>14</sup> Trial site report Luuka

concept were given first priority<sup>15</sup>. In total, by the time this review was conducted 15 partnerships had been established between PDC/VDC/SMU communities and LLGs, HLGs, NGOs/CBOs. All the above partnerships were aimed at sharing best practices with other business actors operating within the communities<sup>16</sup>.

Across all the partnerships and synergies mentioned above, focus was aimed at supporting improved agricultural production and value addition, promotion of better health, sanitation and energy technologies and social safety nets for the vulnerable populations among others. Therefore, these emerging partnerships and synergies as forecast at project inception demonstrate that the SMU model of local economic development and inclusive societies is taking root and its outcomes likely to be sustained after project expiry. However, the emerging impressive partnerships and synergies are being threatened by distinctive projects with negative actions and interventions that have posed a spill-over effect on the ISNC project. Cited examples include GIVE DIRECT and COWI projects in Luuka district<sup>17</sup>.

### **c) Gender mainstreaming**

The mid-term evaluation assessed the extent to which gender mainstreaming had been implemented. At the onset of the project, gender equality was one of the set out principles in the targeting of the beneficiaries of the project. In principle, the project had set to ensure that both female and male actors have access to land, technology, financial services, education and markets. The criteria for ensuring gender equity were too embedded in the tools and implementation guide for the project. The project would also focus on increasing women's participation as active members within the projects institutional arrangements. The project would ensure that interventions increase women's access to productive resources and improve working conditions for women. The other cross cutting themes that were considered include; HIV and AIDS, Hygiene and Sanitation<sup>18</sup>.

The findings from documents reviewed indicate that indeed in all pilot districts, women had been included in the planning and implementation of the project activities. Notable evidence; 51% of the 1,980 community members that participated in the development of an inclusive community development strategy to identify community needs were women. Further, women formed about 50 % active members in the formation of 200 SMU groups to ensure participatory planning<sup>19</sup>. Women empowerment has also been enhanced and community members reported reduction of domestic violence among families that were participating in the project. Women had been empowered as decision makers in a home and actively participated in public meetings and transactions in family owned enterprises<sup>20</sup>. This development had the impact of strengthening the cohesion in the community as stability in the family as basic unity of society is key to better relations of individuals in the community.

However, review of project reports related to implementation demonstrates some glaring discrepancies on the relevancy of the project design to the achievement of the results. The findings reported from the document reviewed indicate salient areas that were not taken care of. For example, the Development Plan strategies generated by the communities lacked an elaborate back and forth mechanism, a key critical feedback loop that could enable the communities assess the progress registered in implementation of the plans and if need be make re-adjustments where necessary. As it stands now, it becomes difficult to accurately gauge whether development plans are the real blue print that communities and

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<sup>15</sup> Community Support and Performance Evaluation Mission for Luuka, Maracha and Kabarole Districts Activity Report May 2017

<sup>16</sup> Project quarterly monitoring report September 2016( Luuka, Kabarole, Maracha)

<sup>17</sup> Trial site report Luuka

<sup>18</sup> Project document

<sup>19</sup> 2016 Global Project Board Meeting -Saemaul Initiative towards Sustainable and Inclusive New Communities (ISNC)

<sup>20</sup> Community Support and Performance Evaluation Mission for Luuka, Maracha and Kabarole Districts Activity Report May 2017

implementing agency can use to measure the progress of realizing the project outcomes under given output in question.

Secondly, whereas the results framework clearly spells out the progress indicators under each output with corresponding baseline values to benchmark achievement, the formulation of the targets is to some extent detached from the indicators. The targets are instead set on the basis of the project activities which makes assessment of project indicators rather hard. The linkages with the variables (progress markers, baseline values, targets, activities and outcomes) are not clear which makes it difficult to assess the causal-effect pathways of the project and draw more accurate associations between the observed changes (impact) and project interventions.

While the project had a board that was well constituted from key institutions with a direct stake in local governance, community development and promotion of SMU model in Uganda, the board members are not given opportunities to track the progress of the project beyond their annual meetings that are largely convened to pass the work plan and budget. A section of the board members that participated in the evaluation revealed that it would have been good if arrangements are put in place for some board members to visit the project sites and get a feel of the project progress on the ground.

As noted earlier, the project is inclined to promote gender equity and inclusiveness of vulnerable populations. However, the implementation guidelines lack affirmative actions that would have brought these marginalized groups at the centre of project implementation. Much as the evaluation noted that the number of women that have been reached under this project especially through the SMU groups is impressive, this has been more accidental than deliberate. The composition of the project management teams at national and sub national levels has been based on the existing technical officers which creates a risk of having no representation of vulnerable groups. By observation, the representation of women and other vulnerable populations on the core ISNC teams at the district and sub county level was indeed very low.

The evaluation further noted some lack of uniformity in the implementation approaches particularly in project procurement management. Maracha District planned to procure items centrally through the District Procurement and Disposal Unit (PDU), Luuka and Kabarole opted for community procurement as provide for in the operational manual of the project. Luuka District requested communities to open group accounts and resources transferred to their respective accounts. On the other hand, Kabarole trained community procurement committees that participated in the identification of suppliers, evaluation and receipt of the inputs. This mixed approach put the districts at different footings in transparency and accountability of utilization of the project funds<sup>21</sup>. This mid-term evaluation noted that such non adherence to the laid out procedures if not well addressed may negate the good intentions of promoting accountability and transparency among the targeted beneficiaries of the project. This to say if some local governments choose not to follow laid out procedures.

Despite some shortfalls in the project design and implementation arrangement, evaluation noted that the project is both internally and externally coherence on the basis of the deliberate efforts undertaken to that effect as discussed hereunder.

### **2.1.3. Derivation of the project relevancy**

#### **a) Project consistence with national /beneficiary needs and priorities**

Since 1986, Uganda has undertaken a number of initiatives aimed at economic recovery driven by economic policy and administrative reforms that have determined the change of needs and priorities overtime. Key notable changes include; the transition from Poverty Reduction to Economic Transformation aimed at poverty reduction from 1997 to 2008. There have also been changes in the role of local governments; their mandate has been increased to include local economic development in addition to ensuring effective local administration and service delivery. The role of Local Governments as

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<sup>21</sup> Quarterly monitoring report Sept 2016

agents for local development is to ensure that communities earn higher incomes and enjoy better livelihoods. In northern Uganda that has been afflicted by over 20 years of insurgency, priorities target post conflict rehabilitation, recovery and development. Thus local governments in northern Uganda require enhanced support to play a transformative and development role in order to consolidate the gains made in order to drive the region towards development<sup>22</sup>.

Evidence adduced from the documents reviewed indicates the project is clearly addressing the priorities of Local economic development that focuses on harnessing the tripartite relationship between local governments, communities and private sector to stimulate economic growth and wealth creation at household level(see partnerships and synergies above). The SMU modelled the project in such way that communities have been actively engaged in drawing up their parish development strategic plans, a concept that rhymes well with the Community Driven Development (CDD) that places the communities in charge of determining their development destiny<sup>23</sup>. In concrete terms, the SMU project adds much value to national and beneficiary priorities as it reinforces existing interventions through proper grounding and targeting especially the bottom-up planning process, reinforced through strengthening the district government capacity to mainstream local plans and connect them to resources<sup>24</sup>, and participation and inclusion of women, youth and other vulnerable groups.

#### **b) Appropriateness of the implementation strategies**

A closer analysis of the implementation strategies demonstrates that they were well thought out to enhance the achievement of results and sustainability of project outcomes. As illustrated above (section 2.1.2) the strategies were well embedded and targeted towards a comprehensive approach at addressing the priorities of the targeted beneficiaries as well as their active involvement. The intervention through the system of local development planning was aimed at creating synergy rather than a parallel structure. Self-reliance and self-help approach specially aimed at mind set change so that post conflict communities in northern Uganda shift from aid dependence.

#### **c) Consistence with the overall UNDP country level outcome targets**

The mid-term evaluation reviewed CPAP and UNDAF to assess the consistence with targeted outcomes as illustrated in the results framework of the project document. Findings show a number of similarities that render the project targeted outcomes consistent with UNDP country level outcome targets as enshrined in relevant country development strategies and development assistance. The following consistencies were noted:

In line with the United Nations Development Assistance Framework, 2016-2020, the logic of this country programme to achieve good governance by 2020 creates enabling conditions for achieving high-quality human capital by 2025, which in turn drives attainment of sustainable, inclusive economic development by 2035. Attainment of sustainable, inclusive economic development reinforces governance effectiveness and human capital development, making them mutually reinforcing pillars that must be addressed concurrently.

Thus for sustainable development, the project is supportive of government's planned investments in the priority sectors must be matched with rapid progress in environmental protection, natural resources rehabilitation and resilience to climate change and disaster risks.

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<sup>22</sup> Local Government Sector Strategic Plan (LGSSP)2013-2023

<sup>23</sup> ibid

<sup>24</sup> Project document

Moreover, the final evaluation of the country programme action plan, 2010-2015, recommended developing national and subnational capacities to implement monitor and evaluate the second national development programme in priority sectors; and strengthening pro-poor service delivery and youth employment at subnational levels<sup>25</sup>.

National priority or goal: NDP II, Objective 1. To sustainably increase production, productivity and value addition in key growth opportunities

1. UNDAF (or equivalent) outcome involving UNDP: 3.1. By end 2020, natural resources management and energy access are gender responsive, effective and efficient, reducing emissions, negating the impact of climate-induced disasters and environmental degradation on livelihoods and production systems, and strengthening community resilience.

The Related strategic plan outcome: 1. Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded<sup>26</sup>.

In conclusion, the project is aligned to UNDP country level outcome targets as supported by the NDP II the development framework guiding the implementation of the project.

#### **2.1.4. Strengths and weaknesses of project relevance enhancement strategies**

One of the key strengths noted is that local communities have been given an opportunity to fully determine their priorities and act on them based on the local context to effectively address their development needs. The intervention puts the targeted beneficiaries in the driving seat by visioning what their future will be, what viable actions can be taken to ensure success and therefore able to monitor and evaluate their initiatives in order to ensure sustainability.

Whereas the project relevancy enhancement strategies appear impressive, the mid-term evaluation noted that one of the weakness inherent in them was weak practice that contradicts policy direction. This was apparent in failure of the piloting district local governments to fully adopt the model as the primary hybrid approach for enhancing the existing bottom-up planning approaches and other development initiatives already in place. Thus calling for the need to harmonize policy and practice when the model is the roll-out to cover the entire piloting district local governments for better replication to ensure sustainability in the medium and long term.

Weaknesses abound include the project operational manual that did not have clear guidelines on how to develop and write a development plan. There was also lack of clarity on how the development strategies interface with the overall Local government planning and budgeting process. the local government claimed that though they had the skills to implement the model, project interventions to be implemented were beyond their resource envelope. Yet technically some resources to implement the projects are supposed to be generated locally<sup>27</sup>.

Issues of project visibility remains problematic yet guidelines are clearly stipulated in the operational manual that has a rich menu on how it could be done but local governments have not paid any attention to the task at hand<sup>28</sup>.

There was also a problem in a ways some interventions were implemented. This stifled their production and expansion. For example farmers engaged in piggery farming were given piglets that were boars(males) without sows(female) and therefore there was not reproduction to enhance multiplication of the pigs. In addition, targeted beneficiaries were not equipped with requisite skills on the appropriate management

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<sup>25</sup> UNDAF 2016-2020

<sup>26</sup> UNDAF 2016-2020

<sup>27</sup> Quarterly monitoring report sept 7th 2016

<sup>28</sup> Ibid

techniques about the livestock projects. These developments impaired the sustainability and scale up of the project results<sup>29</sup>.

## **2.2 Project effectiveness**

As stated in the introductory section and the project document, the ISNC project was well conceived and designed with clear, realistic, economic, achievable and measurable (CREAM) performance indicators at both output and outcome levels. Therefore, the extent to which the project has achieved its performance targets at various levels as stated in the results matrix coupled with the analysis of the facilitators and inhibitors of enhanced project performance formed a central piece of this evaluation as presented in the next sub sections. The analysis in this section informed the drawing of lessons, best practices and recommendations presented in the last section of this report.

### **2.2.1 Project achievements to date**

The evaluation established that the project has so far registered a number of both qualitative and quantitative achievements both at output and outcome levels in line with the set targets. Indeed, the output and outcome level achievements are potentially able to propel the desired impact although tangible impact could not be vividly assessed given the short implementation period of the project hitherto. The assessment of the project achievements has been organized around the major 5 project outputs in order to vividly articulate how the project activities have supported the realization of the outputs and the resultant outcomes both intended and unintended as seen hereunder

#### **Output 1: Strengthened institutional system of local development systems through planning, budgeting, implementation and monitoring, with focus on sub-county, parish, village development committee to address the dependency syndrome on central government and donors.**

As indicated in the Results and Resource framework, the achievement of this output was envisaged through implementation of 7 activities namely; leadership and nationalism training for leaders, selection and training of volunteers, sensitization and capacity building for LLGs institutions, supporting communities to develop their development strategies as well as mobilizing the targeted communities to contribute resources (50%) for the implementation of their development strategies. These activities were earmarked in the first and second year of project implementation.

The evaluation established that despite the delayed start of the project activities, all the activities under output 1 have so far been implemented. In effect, a total of 47 leaders<sup>30</sup> in the three districts including; Chief Administrative Officers, district ISNC focal persons, Sub-county chiefs, chairpersons and CDOs as well as the ISNC champions from the pilot districts attended a three-day training on leadership and nationalism at the National Farmers Leadership Centre. ISNC volunteers/Champions (15 in number) were selected and trained and continue to play a pivotal role in guiding ISNC activities in their respective areas. Community strategies have successfully been developed with clear visions and funding strategies which underscore community participation. All these outputs have had spectacular outcomes which the evaluation noted to be key pillars for the project impact and sustainability of the ISNC activities and SMU model as discussed hereunder.

##### **i) Improved functionality of community level development structures**

The baseline report had indicated non-functionality of the core community level planning structures such VDCs and PDCs in all the pilot districts despite the years of CDD planning approach. With the implementation of the ISNC project, the evaluation noted that these structures have been revitalized and are now functional in all the ISNC districts. Both the PDCs and VDCs chairpersons reported satisfactory commitment of the members in the committees' activities and general development of their areas as one PDC chairperson in Maracha explained;

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<sup>29</sup> Ibid

<sup>30</sup> Annual progress report, 2016



*“.....before we were on the PDCs but we did not know our role. When the percentage of local government grant that was coming to the parish stopped, we also lost morale.....but now, through training, all members are now willing to participate in all activities of the committee without being paid anything.....despite the short notice we received for this meeting, at least a good number has managed to attend and even those who have not have sent their apologies.....”*

The development committees are guided by annual workplans which are satisfactorily adhered to as all the PDCs and VDCs were reportedly able to meet in the past two quarters. The revitalization of the PDCs and VDCs have reportedly streamlined development planning at the local levels leading to the responsiveness of the development plans and appropriate resource allocation as one resident in Luuka explained;

*“.....before this project, we had complaints about the allocation of public resources in our Sub-county. We did not know that we also had a responsibility of planning the allocation of the resources. With the coming of this project at least we can see that what we planned being implemented although not all.....”*

## **ii) Enhanced community participation in local development**

Through the technical guidance and training provided under the ISNC project, all communities under the ISNC project have been able to develop community strategies which have further been used to motivate community members to participate in and contribute resources towards their own development. The evaluation noted a number of community development projects that have been undertaken by community members on a voluntary basis. These include; opening up of access roads (113 roads), cleaning of trading centres and water sources (167)<sup>31</sup> as well as maintaining sanitation and hygiene in public places such as schools, health centres and markets as in the photographs below.



SMU group in Luuka district participating in road works and cleaning of a health facility in Bukanga Sub-county; the ISNC host Sub-county.

Although the SMU group members are often in the lead of all the voluntary communal works on the public facilities, it was revealed during group meetings that even non- SMU group members have also given a hand in such activities. In Luuka district for example, members of the Bukanga Sub-county council have taken it upon themselves to clean Sub-county premises which has saved the Sub-county about 60000 UGX per month. However, while community work was reportedly going on well in most of the ISNC implementing areas, in Kabarole district and particularly Kaina Parish, the morale for communal work was dwindling on the account of dissatisfaction in the distribution of the income generating enterprises with some group members getting goats and pigs while others did not get anything. As such, seeds of group separation were beginning to show as one SMU champion explained

<sup>31</sup> Project activity report, May 2017.



*“.....the distribution of these things that were brought is causing some problems here. Whenever we call for community work, the attendance is beginning to dwindle and sentiments such as ‘Let those who received goats and pigs go and work’ are often heard from some group members”*

Evaluation participants both in Kabarole and Maracha revealed instances where non-SMU group members intentionally littered the trading centres after the cleaning exercise and heaped scorn on the SMU members saying that they are paid for cleaning the facilities. However, the evaluation noted that the perseverance of the SMU members has been pivotal in keeping them committed to their work; a factor that was reportedly watering down such negative sentiments from non SMU members as the chairperson of Ruhooko SMU group explained;

*“.....we have been abused and even called names because of the community work we have undertaken. At first, the members felt discouraged by the negative words but with continuous intra group trainings we have organized and our resilience, such words have reduced and even those who were abusing us have started joining us as we do the work.....”*

Much as these were isolated cases, in the evaluator’s opinion such sentiments are detrimental to group cohesion and a great hindrance to popular participation in community development work. This shortfall notwithstanding, it is apparent that the ISNC project has successfully mobilized the beneficiary communities to make substantial contribution to the routine maintenance and opening of community access roads, cleaning of water sources as well as public places such as trading centres, Sub-county premises and health facilities. The respective authorities have been able to save some public resources that would have otherwise been spent on such activities as the LC III chairperson of Oluffe Sub-county explained;

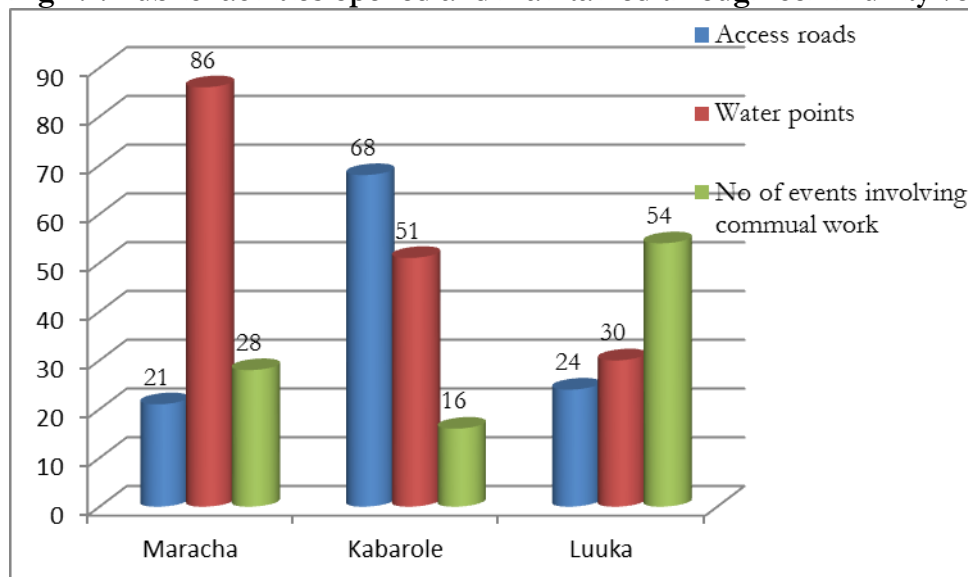
*“.....we were paying our porter 60000 for cleaning the Sub-county compound every month but because of his family problems, he had stopped working. The compound was very dirty and bushy until members of the SMU groups jointly took the obligation of cleaning the compound. For the past six months, the Sub-county compound is being maintained by the community members through their SMU groups which has the saved the Sub-county about 360000.....the Sub-county council is yet to decide how the money saved can be used to reinforce development in the area”*

Relatedly, periodic M&E reports indicate that a total of 113 community access roads about 165.1 kms have been opened up in all the three project districts at an estimated cost of 132m<sup>32</sup>. Similarly, 167 water sources have been cleaned through community voluntary effort as disaggregated by district in figure 2.1 below

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<sup>32</sup> Cost estimations are based on average cost of effort on roads per community is 800,000/- every two months.

**Fig 2.1: Public facilities opened and maintained through community voluntary action**



**Source: Project Activity report May, 2017**

Therefore, the ISNC project has ably united community members around their development challenges; a spirit that is potentially able to continue even beyond the project implementation period. It is therefore apparent that the SMU principles of Cooperation and Self-help are satisfactorily at work promising to end decades of community members waiting on the government to solve their local challenges they are able to solve themselves. Indeed, in majority of the discussion groups, participants revealed that through the ISNC project they have been able to understand and appreciate their potential in stirring their local development and that the government should just concentrate on creating conducive environment to stimulate production and widening the market opportunities.

### **iii) Revitalization of Community Demand Driven Planning Approach**

The revitalization of the community planning structures such as VDCs and PDCs and the trainings in strategy development provided under the ISNC project has reinvented the community demand driven planning approach in the ISNC project districts. The evaluation established that a total of 15 Parish Development Committees and 118 Village Development Committees were revitalized and were thus functional at the time of the evaluation. Members of the PDCs that took part in this evaluation expressed satisfaction that the community needs right from the village level have been well integrated into the Sub-county and district development workplans and budgets. Some of the community needs that have been integrated in the district and sub county workplans and budget include inter alia; culverts, seeds, muram and extension services among others. This has helped to improve relations between the leaders and their respective subjects as the later considers the former to have become more responsive to their needs unlike before. Interviews with Sub-county and district officials revealed that ISNC activities have been well prioritized in Sub-county and district work plan and budgets which continues to depict the responsiveness of such plans and budgets.



### **iv) Increased visibility and adoption of SMU model principles**

The evaluation further noted that the ISNC project has helped to expand the visibility and adoption of the SMU model even beyond the targeted communities. In all the three project districts, it was revealed the SMU principles had started spilling over to the neighboring sub counties in the districts largely on the account of how the ISNC core team in the districts was constituted. Although the project is being implemented in only one Sub-county, the decision of integrating the Sub-county officials from the non-

implementing sub counties on to the core team was strategic and has helped the model principles to spread much faster across the entire district. The evaluation noted that the sub counties of Kijomoro, Luuka Town Council, Mugusu and Ruboona in Maracha, Luuka and Kabarole respectively had already started implementing SMU principles. This suggests of the great value and importance attached to the SMU model principles even beyond the ISNC project catchment area. It was reported that the sub counties implementing the ISNC project have become model sub counties to which other community members from other sub counties have always come for visits as the Oluffe LC III chairperson narrated during interview;

*“.....Oluffe sub county has been named the model sub county in the whole of Maracha district.....It is was because of the impressive performance of the sub county that I was elected to be the chairperson of all the LC III chairpersons in the district. Many leaders have always visited our sub county to learn how the communities are self-organised to undertake development work. Through such visits, the ISNC revolution that has taken place here is also being taken to other areas in the district and beyond....”*

#### **v) Effective community mobilization**

The ISNC philosophy of create, share and serve coupled with its principles of cooperation, diligence and self-help have become key tools for effective community mobilization. The entire ISNC model is built on bringing the community members together to tackle common development challenges. The community structures such as PDCs and VDCs that have been revitalized under the ISNC project coupled with the work played by the SMU champions have continued to support community mobilization towards development initiatives. Members of the SMU groups that participated in the focus group discussions indicated that the trainings that have been provided under the project have awakened the population to take up the responsibility for promoting their own development which one FGD participant termed as ‘self-mobilization’. It was reported across the project sites that community members are now self-mobilized to participate in the development of their communities unlike before when they could wait for government interventions even in small matters like cleaning a water source which they could do themselves. Although it was not empirically verified, the spillover effects of the project in terms of effective community mobilization were reported in the communities beyond the project catchment area which is an indicator of possible continuity of this project outcome. In Maracha district for example, the community members have been mobilized and have laid bricks to support the construction of a technical institute at Oluffe sub county.

In Kabarole and Luuka also, community mobilization was notably successful as community members had drew up their own workplan for undertaking public interest activities such as opening of roads, cleaning trading centres and other public facilities like administrative offices and markets. Although some pockets of resentment to the community voluntary work were noted especially in Kaina parish, Kabarole district, community response to voluntary development work is largely positive across the project districts. Importantly also, the ISNC project has encouraged the formation and registration of community level groups and these continue to play a critical role in bringing community members together to discuss matters of their community development.

In the light of the project targets under this output, the evaluation noted that out of 8 activity targets, six have been successfully completed while two are still underway. The realized targets under this output include; the baseline study reports, leadership and nationalism training for leaders, selection and training of volunteers, sensitizations and capacity building for LLGs institutions, development of 15 community strategies. Although the community contribution in funding their strategies was not computed in monetary terms, in areas like opening of roads, cleaning of towns and water sources, the contribution is way above 50%. Furthermore, at the time of the evaluation, the production officers and the ISNC focal persons were still playing a guiding role in the development of long term vision and strategy for the communities.

Indeed, evidence for strengthened institutional system of local development systems through planning, budgeting, implementation and monitoring, with focus on sub-county, parish, village development committees to address the dependency syndrome on central government and donors is beginning to emerge with prospects of greater results and achievements. In view of the project indicators vis-à-vis the baseline values, it is apparent that the project has registered much success as the project sub counties, parishes and villages reported much awareness of their economic potential with more clear strategies to exploit their based on the developed local development strategies. The revitalized PCDs and other structures are actively supporting development through encouraging participatory monitoring and evaluation as well as community contribution.

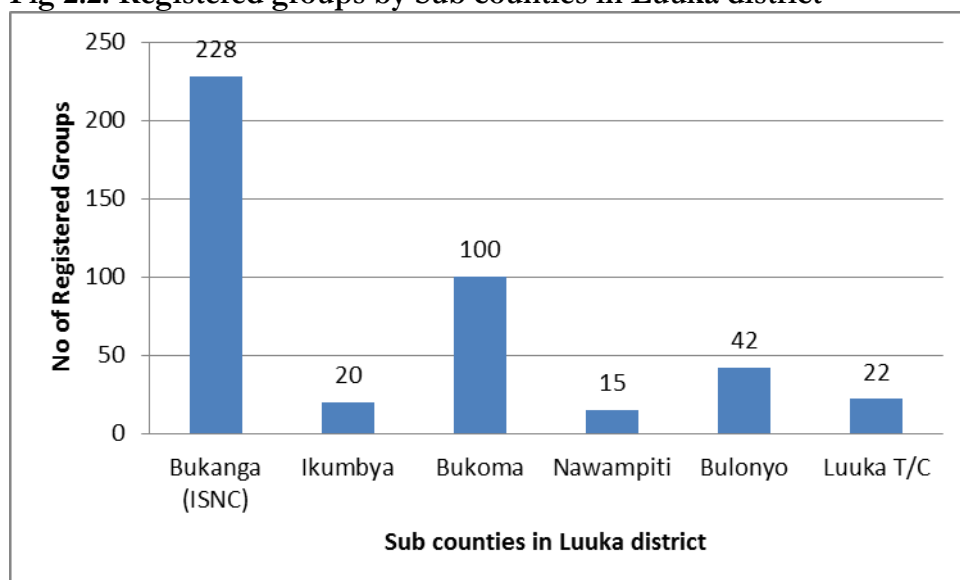
**Output 2: Enhanced cohesiveness and inclusiveness of community development at local level, increasing participation and engaging women, youth, poorest, disadvantaged and marginalized population and reducing fragmentation of community based associations.**

The achievement of this output was envisaged through; promoting participatory planning involving women and men in planning, monitoring and evaluation of village, parish, Sub-county and district level projects; strengthening community groups to form higher level institutions and cooperatives as well as integrating research and comparative advantage based participatory planning methods into the Sub-county and district strategies. In effect, the project targeted to: identify and support institutions, cooperatives and associations to undertake collective marketing; organize fora to undertake participatory project review in addition to attracting private sector to lower-local governments and communities.

The evaluation noted that a number of activities to support the realization of this output have been undertaken although others earmarked for 2016 were reprogrammed to 2017. The project was able to hold a national progress review dialogue that attracted stakeholders from all levels and key institutions such as KOICA and other SMU actors across the country. Secondly, the structure of the ISNC at national, sub national and community levels indicate a greater commitment for the project to promote participatory planning, monitoring and evaluation. The composition of the National and district Saemaul implementation teams brings on board key stakeholders in community development hence promoting cohesiveness and inclusiveness. However, while the SMU manual lays out clearly the composition of SMU management teams at various levels, it lacks affirmative actions that would bring on board representatives of marginalized groups such as women, youth, elderly and persons with disability in the mainstream management and monitoring of SMU activities at different levels. There is therefore a great risk of Saemaul implementation teams having no representation of special groups which defeats the principles of cohesiveness and inclusiveness which form the backbone of the SMU model.

The lack of the affirmative action for the inclusion of disadvantaged populations notwithstanding, the evaluation noted that the participation of women in the project activities is satisfactory and in most groups, the number of women was higher than that of men. With the exception of Luuka district where the evaluators noted some specific groups for various population categories such as youths, elderly, persons with disability and Persons living with HIV/AIDS, in Maracha and Kabarole, group formation was general attracting whoever was willing which makes it hard to ensure inclusion of vulnerable populations. In all the districts however, the evaluation noted that the ISNC project has precipitated formation and registration of groups and associations since the number of groups/associations in the ISNC host sub counties is much higher than their counterparts as the case is in Luuka district as shown in figures 2.2 below

**Fig 2.2: Registered groups by Sub counties in Luuka district**

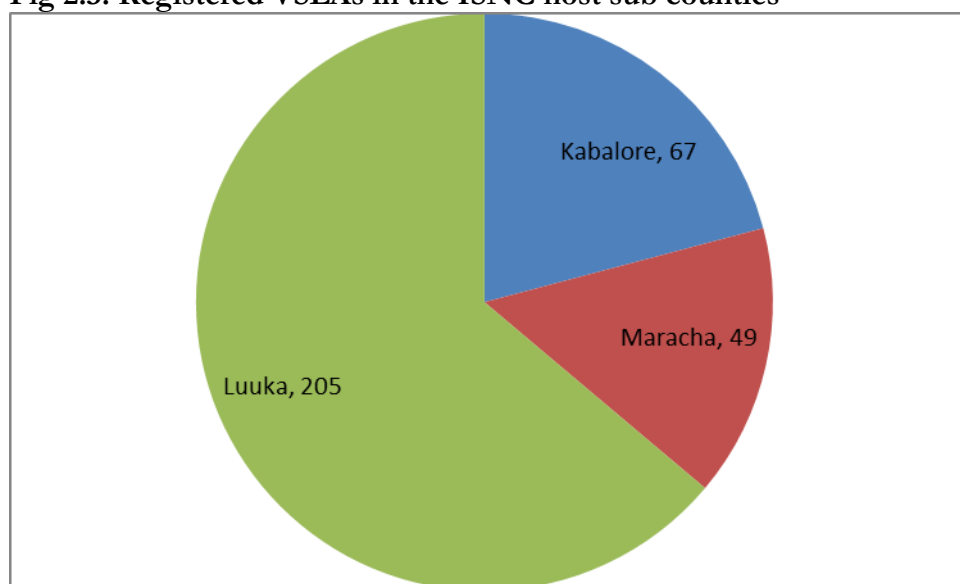


Source: Sub-county records (July, 2017)

Through the various groups that have been formed coupled with the revitalization of community level planning and development structures such as VCDs and PDCs, there is satisfactory evidence for participatory planning, implementation and monitoring of projects at village, parish, Sub-county and district levels. At the village level, the evaluation established that 39 chairpersons of SMU groups the evaluators talked to, 32 reported that they had constituted monitoring groups that monitor members' compliance with the SMU principles. Through this arrangement, households that are lacking essential sanitation and hygiene facilities have been identified and assisted by group members. At the Sub-county and district level, the ISNC teams have been broadened to include all key stakeholders hence ensuring participatory planning, implementation and monitoring in tandem with the result area 1 of this project output.

In respect to strengthening community groups to form higher level institutions and cooperatives, a rapid situational analysis was completed and the work of mobilizing local communities to form local business associations and cooperatives is still on-going. To date, a total of 321 VSLAs are fully registered in the three ISNC project host sub counties as disaggregated in figure 2.3 below

**Fig 2.3: Registered VSLAs in the ISNC host sub counties**



Source: Sub-county Records (July, 2017)

The district ISNC core team revealed plans of forming SMU SACCO at the Sub-county that will coordinated the activities of the Village Savings and Loans Association. Besides the SMU SACCO whose

formation is still underway, the evaluation noted that there are higher level associations that have developed links with the community groups to facilitate easy marketing of produce. These included; Maracha District Farmers Association, and Kabarole District Farmers Association as well as Bunyangabo Farmers Marketing Cooperative Society.

In tandem with result area 2 under output 2, it suffices that the project is on course to achieving the set performance targets. The farmer group framework that has been established is potentially important for facilitating bulk production and marketing although due to poor harvests in all the ISNC project districts in the past seasons there is still scanty evidence on the economic gains of this arrangement. Nonetheless, the evaluation noted that the project has effectively supported the mobilization and strengthening of savings and investment clubs at village level, establishment and registration of local business associations and cooperatives as well as building the capacities of the local business associations, communities and cooperatives in business processes, start-ups, pricing, financial literacy among others. In effect, the evaluation noted that two main outcomes are emerging from the project activities and engagements under output 2. They are;

**i) Increased confidence and assertiveness to demand for services and accountability**

The capacity building initiatives at the community level intended to empower the community members to effectively participate in the planning, monitoring and evaluation of the ISNC project interventions have been accompanied by increased confidence and assertiveness in demanding for services by the community members. As revealed by the district and Sub-county level key informants, the engagements under the ISNC project have awakened the communities to demand for services and accountability from duty bearers. The communities are consistently following up the integration of their development needs in the Sub-county and district development plans in addition to demanding for explanations in case of any variances. The project has thus awakened the communities to take an active role in public management especially with regard to resource allocation, management and general community development.

**ii) Increased partnership and publicity about SMU model**

In a bid to galvanize support and wide stakeholder participation in the implementation of ISNC, strategic partnerships and alliances have been built with both the public and private sector institutions. Significant ones have been with the SMU centre, National Farmers Leadership Centre, Hunger project, National Civil Service College and other organizations implementing Saemaul activities across the country. These institutions have integrated the SMU principles in their training programmes. As such, these partnerships have helped to disseminate information about the SMU model to different platforms hence increasing its visibility. Although the model has not yet received satisfactory national visibility, the established partnerships around the implementation of the ISNC project present a vital platform for wide sharing of information about the model as one key informant at SMU centre observed

*.....the message about SMU model is smoothly flowing through the partnerships and networks built around the implementation of the ISNC.....the project often organizes dialogues that attract a spectrum of stakeholders from various sectors, ministries, departments and agencies including the private sector. All this present an opportunity for having the principles of the model known even beyond the project catchment area.....*

At baseline, no higher level associations and cooperatives were undertaking value chain specific input access and marketing in the target areas while communities were not effectively participating in planning, implementation and monitoring. Furthermore, no fora/clusters were effectively linked to LG M&E system and council dialoguing local development which hindered effective resource mobilization. With the project interventions especially on mindset change and enhanced production, the communities are being linked to

higher level associations and cooperatives and the community members are increasingly getting involved in participatory planning, implementation and monitoring through their SMU groups. In all the districts, the evaluation noted that the SMU groups have been linked with the district farmers associations which has created prospects for better marketing of the agricultural produce as well as farmer's access to inputs. However, the project targets under this output have not been achieved fully but the processes that are underway convey a ray of hope for their achievement should the planned activities be implemented. For example engagements with higher level associations and cooperatives have been initiated but not yet finalized in all the pilot districts.

**Output 3: Improved generation of local resources and financing mechanisms to ensure that resources reach community level through innovative and sustained financing of local development strategies identified by community based organizations and Village Development Committees**

Interventions to achieve this output have been focused on supporting communities to actively engage in mobilizing resources and implementing income generating projects through appropriate partnerships and self-help interventions; and linking communities to external financing for their projects. More specifically, supporting communities to develop small-scale self-help projects from their local development strategies, conducting entrepreneur and business skills training, linking farmers to potential buyers as well as supporting value addition initiatives were the envisaged activities to deliver activity result 1. Activity result 2 was envisaged to be delivered through; supporting community village savings for investment clubs and village banks, linking community village savings with commercial banks, micro finance support centre and other credit lending institutions and revamping/retooling the community development centre to serve as one stop business and information centre.

The evaluation established that the project has registered valuable achievements under each of the interventional areas as analyzed hereunder in the lenses of results chain (Activities, Outputs, Outcomes and possibly impact).

**i) Support to communities to develop small-scale self-help projects**

The ISNC project has supported communities in all the project districts to start small-scale self-help projects largely through training and provision of start-up capital in addition to procurement of inputs and equipment. In respect to training, the SMU community members in all the three districts received business oriented training that was intended to instill entrepreneurship and business skills for the success of the prioritized ISNC projects. The SMU community members were mainly trained on SMU principles, Community Procurement, Financial Management, and Management of the prioritized projects as summarized in table below.

| District | Area of training   | Trainees by gender |         | Total | Remarks  |
|----------|--|--------------------|---------|-------|--|
|          |  | Males              | Females |       |  |
| Maracha  | Poultry and Piggery  | 113                | 53      | 170   | Separate trainings for community members interested in piggery and poultry were conducted on separate days.        |
|          | Financial Management for Small & Medium Enterprises, Commodity Marketing, Entrepreneurship, Enterprise Selection and | 104                | 91      | 195   | This was a two-day training that brought together all SMU groups, technical and political staff of the Sub-county. |

|          |   |     |    |     |  |
|----------|---|-----|----|-----|--|
|          | Business Management.  |     |    |     |  |
| Luuka    | SMU Principles and identification of legible project for support under the ISNC-SMU approach.   | 71  | 32 | 103 | This was a two-day training and was conducted by the ISNC core team at the district. Trainees were selected from the various SMU groups  |
|          | Financial Management for Small & Medium Enterprises, Commodity Marketing, Entrepreneurship, Enterprise Selection and Business Management. | 266 | 83 | 349 | The training was undertaken by experts from Enterprise Uganda. It involved both the community members as well as the technical staff of the district that are directly involved in ISNC implementation |
| Kabarole | Community procurement   | 89  | 62 | 151 |  |
|          | Financial Management for Small & Medium Enterprises, Commodity Marketing, Entrepreneurship, Enterprise Selection and Business Management. |     |    | 5   | Trained the Heads of Departments as TOT who translated into resource persons to train communities.   |

**Source: Annual Progress report (2016)**

In addition to training, the ISNC project has provided inputs, start-up capital and vital equipment to support entrepreneurship and business development in the project area. In Kabarole, a total of 300 piglets, 300 local goats and 50 He-boar goats were distributed to the ISNC community members while in Marara, 300 piglets were provided. In Luuka, the evaluation noted that project support towards community small-scale self-help projects was focused on groups than individuals unlike in other project districts. For example, 2 Community groups (Katarakabi SMU Farmers Group and Agali Awamu SMU Development Group.) were supported to engage in rice growing at cost of 5 million UGX each amounting to 10 million UGX, 3 groups (Gyemakumwino VSLA, Yagalagira SMU Farmers Group and Bwida Mpola SMU Farmers Group.) received startup capital for the VSLA of 3 million UGX amounting to 9 million UGX, one community group (Gyemakumwino SMU Group) was supported to procure seedlings to start a passion fruit farm at a cost of 12 million UGX, and 6 community groups were supported to start piggery farms at a cost of 8 million per group amounting to 48 million UGX.

Thus, a considerable number of income generating enterprises both at individual and group level have been supported by the ISNC project. Although the yields in the last seasons were reportedly poor and the fact that some projects have not yet brought in returns, the evaluation noted that the projects' potential to support household income generation is high. The project beneficiaries that participated in the evaluation expressed gratitude and optimism that the enterprises will strengthen their household and group income levels as one beneficiary in Kaina Parish, Kabarole district explained.

*..... I got this pig when it was still young, now it is about to give birth and is likely to give birth to about 8 piglets. Each piglet here costs 50000 meaning that I will have 400000 every six months. All my life, I have been getting money through provide labour on other people's gardens but my projected income through this piggery project, my life is going to change. Even this very term, my children did not have school fees but I went to someone and borrowed money with confidence that after selling the piglets, I will pay it back. Before, nobody could lend me money because of their uncertainty about my ability to pay back but now, everybody in this village would be willing to lend me money because they know that am able to pay it back.*



The evaluation was however not able to assess the financial performance of the income generating projects because all the groups visited had not yet reached the selling stage. Nevertheless, there is hope for enhanced household incomes on the basis of project incomes to be generated by the enterprises. In the evaluator's opinion, the interventions under output three are well on course with a high potential of delivering the intended outcomes despite a few shortfalls discussed hereunder;

In the first place, the distribution of the business start-up inputs in Maracha and Kabarole was based on an individual basis which defeats the model principle of cooperation. As such, project benefits in the area of self-help projects will be reaped by individuals which in some areas is demotivating community members from participating in community work.

The business and entrepreneurship training lacked clear guidelines and as such each project district used a different training approach and content hence undermining harmonization of the training outputs and outcomes. Besides, training needs assessment was never done and therefore hard to ascertain the relevance of the training and whether the training objectives were achieved. These shortfalls notwithstanding, the evaluation was informed that all the self-help projects in all the districts were doing well save for a few complaints about the poor quality of the animals procured for the project that were reported in Kaina parish, Kabarole district. The pictures below reflect the status of the self-help projects the evaluation team was able to visit.



An ISNC project supported poultry farmer in Maracha district



One of the pigs distributed under ISNC project in Kabarole district



One of the rice gardens supported by ISNC project in Luuka district



Members of Bunjonjo SMU group in Kabarole in their passion fruit garden

## **ii) Linking farmers to potential buyers**

With interventions in production enhancement areas as seen above, the project design was well aligned in prioritizing linking farmers to potential buyers by building functional synergies and promoting pro-poor value chains. This is key in achieving desired increment in household income. In line with the aspirations under this result area, the evaluation established that a number of activities have so far been supported by the project in different project districts. In Kabarole, the project supported the training of ISNC SMU

Community members on establishing market linkages and developing Public Private Partnerships while in Maracha, a central place for bulking onion farmers' produce was identified in addition to conducting production projections, and mapping of potential buyers. In Luuka, the project supported ISNC members to visit Jinja District to assess the readiness of the market for the products which would be produced by the community groups in addition to supporting group members to attend the agricultural show in Jinja District in order to network with potential buyers. Furthermore, radio adverts were placed on NBS FM for available products in Luuka produced by ISNC SMU Group members.

In Kabarole district, a central place for marketing bananas has been established where farmers bring their produce for marketing. This arrangement has motivated banana farmers who are now able to fetch high prices for their products. This initiative has further been facilitated by the improvements in the community access roads hence enabling buyers to easily reach the communities. This has reduced middle men and the farmers have been able to fetch higher prices as one SMU group member explain;



*“.....I regret the time I spent in Kampala and later south Sudan looking for Jobs.....when I lost all the money and business during the civil war in South Sudan, I decided to come and settle here without any hope for the future. I am a graduate of Bachelor of Commerce but with the benefits I have realized from the ISNC project, I cannot look for a job. With the training I got from ISNC, together with my fellow youth in this village, we decided to concentrate on banana planting. Now each one of us earns not less 3 million per months.....”*

Indeed, a walk through Kibito Sub-county, nice looking banana plantations are evident which the community level evaluation participants in the area said was playing a pivotal role in alleviating household poverty and household food insecurity. It was revealed that banana farmers have often engaged in competitions to see the members that excel in having the best plantations. This has not only helped in boosting banana production in the area but also promoted effective time management as farmers devote much of their time on their plantations unlike in the past where most of the time would be sent in the trading centres.

In all the project districts, the evaluation noted that farmer-buyer linkages have been established largely on the account of deliberate project activities, improvements in community access roads and bulk production. The farmers in all districts revealed that there has been a very big market for their produce which they have failed to satisfy due to crop failure that was recorded in the last season. Significant buyers that have been linked with the farmers include inter alia; District farmer associations as well as individual buyers that have preferred to buy through the SMU groups.

### **iii) Value addition initiatives**

The potential of value addition in attracting better prices and incomes can never be overstated. In the evaluator's view point, project investments in value addition are well aligned and would ably improve returns to farmers in terms of better prices and incomes in addition to attracting and leveraging allied investments hence supporting community development. The evaluation established that while the project had envisaged to procure and install value addition equipment such as rice hullers, maize mills and honey processing machine, it is only in Maracha district where the maize miller has actually been installed though not yet functional due to poor harvests recorded in the last season in the photographs below;





A maize miller at Oluffe Sub-county, Maracha district that was installed under the ISNC project

The community members in Oluffe Sub-county were particularly in high expectation of the numerous advantages that would accrue from the maize miller that was expected to start its operations soon according to a staff in the Sub-county production department. Oluffe has moved ahead to even produce packing bags in preparation of value addition to maize. As a result of the maize miller, the sub country production officer reported that farmers have particularly received more maize seeds from the Operation Wealth Creation and was hopeful that the yields will equally improve this season considering the increased acres that maize farmers have cultivated. The maize miller at Oluffe sub county is envisaged to not only motivate maize production in the area but also save the community long distance and associated cost to go to the nearest machine that was reportedly about 20 km from the sub county.



In Luuka, the evaluation established that a house for the maize miller had been constructed but the actual installation of the machine was not yet done due to procurement delays. Indeed, there is optimism for enhanced production and incomes as a result of the value addition installations in all the districts. In anticipation of a nearby milling machine, it was reported that farmers have opened up more acres for maize growing.



A housed constructed to house the maize miller at Bukanga S/C, Luuka district

In Kabarole, a construction site for the milling machine had been identified but construction had not started. It was further revealed that delays in the procurement processes were responsible for the status quo. The slow progress in realizing value addition benefits in all the project districts notwithstanding, there is much hope for enhanced backward and forward linkages hence supporting holistic community development.

#### iv) Support to community village savings

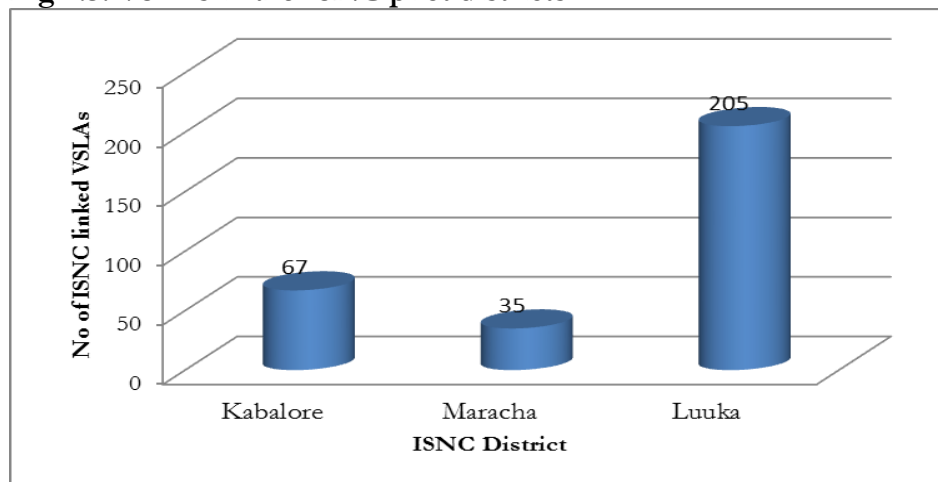
Access to credit and saving services plays a critical role in promoting rural development through availing investment resources at a much minimal cost (Khandker, 1998)<sup>33</sup>. Thus, community development initiatives that harness and promote community level savings are of much importance and lasting value. The ISNC project has undertaken a series of activities directly and/or indirectly geared towards strengthening

<sup>33</sup> Khandker, S. R (1998). Fighting poverty with micro credit: experience from Bangladesh, New York: Oxford University Press for the World Bank.

community village savings/investment clubs for self-sustainability through building group cohesion and the culture of savings and investment.

The project support to group formation has had a ripple effect that the SMU groups that have been formed have specifically integrated an aspect of VSLA as a sustainability strategy. The production officers as well as the ISNC focal persons have continued to play a significant role in guiding the VSLAs through provision of training on book keeping and financial management. In effect, a total of 223 VSLAs are active in the 3 ISNC pilot districts disaggregated by district as in figure 2.3 below;

**Fig 2.3: VSLAs in the ISNC pilot districts**



**Source: ISNC host Sub-county records (2017)**

Although the implementation of core project activities to support VSLAs were reprogrammed for 2017, the role the groups are currently playing is already noteworthy. The evaluation noted that all the ISNC host sub counties are poorly served with formal banking institutions and as such the VSLAs have ably bridged the gaps their limited financial resources notwithstanding. In all the districts, plans for establishing a Sub-county level SMU SACCO were underway and the SACCO is expected to coordinate the activities of the VSLAs in the Sub-county in addition to being a central financial institution providing financial services to the smaller VSLAs in its jurisdiction.

#### **v) Linking community village savings with bigger financial institutions**

The evaluation established that linkages between VSLAs and bigger financial institutions was still very low as the number of VSLAs with active bank accounts is still low (39.7%)<sup>34</sup> in all the three ISNC districts<sup>35</sup>. However, with the trainings that have been provided under the ISNC project, a handful of VSLAs have approached bigger financial institutions for possible linkages and partnerships. For example Bujonjo SMU group in Kabarole has been able to access a loan from Barclays bank which the group has in turn lent out to its members for investment. Although this was a group specific undertaking, its success is much linked to the trainings provided under the ISNC project as the group leader explained during interview;

*“.....our group has moved faster to grab other opportunities beyond the ISNC project menu. The group has been able to attract Barclays to train its members on financial management and has also obtain a loan at a negotiated lower rate which has been given out to the group members. We have been able to reach at all these achievements because of the trainings were received from the ISNC project.....in fact, evenif the project ends now, the members of this group will ably move themselves ahead because the project has already shown us the way.....”*

In the light of Activity Result 2 under this output “Communities organized to attract financial resources from within and from outside”, there impressive progress towards its achievement as some VSLAs have

<sup>34</sup> Final Draft report for Cycle 1 (May, 2017)

<sup>35</sup> Final Draft report for Cycle 1 (May, 2017)

already started attracting external resources. The project has ably organized community members into groups which is a stepping stone to attracting external resources. Anecdotal evidence from all the project sites indicated that the distribution of Operation Wealth Creation was aligned with the SMU groups which gave the group members some benefiting advantages. These results notwithstanding, the evaluation noted that some groups are still weak in terms of financial management and proposal development which threatens their ability to effectively attract external resources.

**Output 4: Scale up proven sustainability innovations including environment friendly technologies, social enterprises through standardization, certification, dissemination and incentives**

Promotion of appropriate technologies among community members to improve rural environment as well as the promotion of environmental conservation and integrity are the key activity results under this output. These results are envisaged to be achieved through; installation of shared solar facility, training of community members in biogas manufacturing, supporting communities to stalk livestock for animal waste production as well supporting commercial tree seedlings which were envisaged to be implemented in the first year. In the second year, the project envisages to support installation of biogas facilities and establishment of woodlots in all government institutions.

The evaluation noted that only a few of these activities had actually be implemented by the time of the field visits. The only activity that have so far been undertaken is the establishment of commercial tree seedlings. In both Maracha and Kabarole, the ISNC project supported communities to establish commercial tree seedlings. In Kabarole, all the seedlings had already been transplanted while in Maracha the seedlings were still in the nursery bed as in the pictures below;

|   |  |
|---|--|
|  |  |
| <p>Commercial tree nursery bed in Oluffe Sub-county, Maracha district</p>           | <p>A nursery tree shade in Kaina Parish, Kibito Sub-county, Kabarole district</p>    |

In Kabarole, although the tree seedlings were initially meant for commercial purposes, the low demand inclined the SMU group in charge of the nursery to freely give out the seedlings to the members and other public institutions such as churches, schools and health facilities. A total of 45000 seedlings were reportedly given out with some planted along all community access roads opened by the community members under the SMU initiative. In Maracha district however, although the seedlings were still young at the time of the evaluation, their demand on commercial basis was reportedly high making this initiative a profitable one with high potential for sustainability unlike in Kabarole.

In Luuka, an estimated 4200 seedlings were successfully sold from the tree nursery bed except the coaco seedlings that were envisaged to be bought by Operation Wealth Creation but was not. It was revealed that the nursery bed management had made loose arrangements with Operation Wealth Creation in which the later was to buy the coaco seedlings from the former. The collapse of the arrangement greatly frustrated the demand of Coaco seedlings which were at the time of the evaluation still in the nursery bed. Nevertheless,



the group members in charge of the nursery bed revealed that the income generated was adequate to clear all the labour related expenses and what remains shall be used for buying more materials in preparation for the next planting phase. Although the returns from the nursery bed was reportedly not impressive, group members expressed optimism of future prospects following the partnership that has been established with the Uganda Coffee Development Authority (UCDA) over continuous production of seedlings to satisfy the UCDA's market in the sub region.

Despite the delays in the implementation of other activities under this output, the evaluation noted that there is substantial progress towards achievement of the activity results largely on the account of community self-drive and initiative as discussed hereunder;

### **i) Promotion of appropriate technologies to improve rural environment**

Although specific project activities towards the installation biogas and other alternative energy sources had not taken root at the time of the evaluation, the evaluation noted impressive community initiatives towards adoption of appropriate technologies especially in Kabarole district. It was reported during focused group discussions with SMU group members that more that 80% of the members had installed eco-friendly cooking technologies such as cooking stone-eco stoves, use of briquettes and bilite stoves reflected in the pictures below;

A bi-lite stove used by members of Bujonjo SMU group for both cooking and charging of mobile phones, radios and lighting as well



A member of Bujonjo SMU demonstrating how to manufacture briquettes



The SMU group members in Kabarole have particularly put up arrangements for buying each other solar panels; a move that had led to a drastic decline in the use of the traditional lanterns (tadoba) hence averting their associated health hazards. For example, in Nyamugoro SMU group, 13 out of 17 members had by the time of the evaluation install solar panels through the group support initiative. The SMU groups have particularly provided a platform for knowledge/resource sharing among the members which is in turn supporting individual and group development.

In view of the community initiatives towards adoption of appropriate technologies, it noteworthy that the communities are well prepared to receive, adopt and utilize these technologies. Thus, this presents significant opportunities that would ably facilitate the implementation of the planned project activities under this output.

### **ii) Promotion of environmental conservation and integrity**

Across all the ISNC host sub counties there is notable consciousness about environmental conservation and protection as evidenced by the community members' participation in tree planting and adoption of appropriate technologies as discussed in the previous sub section. This is largely a result of the

environmental protection awareness campaigns that have been undertaken by the project. As part of the project design, environmental protection has been well mainstreamed in the project through encouraging tree planting and adoption of environmentally friendly technologies and is projected to yield positive impacts in the medium and long term should the planned project activities are effectively implemented.

**Output 5: Policy support, capacity building, documentation and dissemination of generated knowledge nationally and globally through South-South Cooperation mechanism, linkage with the academic and reinforcement of continuous engagement.**

The documentation and sustainable dissemination of best practices, lessons learnt and knowledge from the project implementation using the Saemaul Undong model is the key activity result under this output. This is envisaged to be achieved through supporting: short term performance improvement training and skills development for the ministry of local government, other line ministries, local governments, academia and the private sector; continuous documentation of good practices, lessons learnt; mainstreaming of Saemaul Undong, MVP and LED model in the training curriculum of Civil Service college and other learning institutions as well as documentation and research activities throughout project implementation and development of publications and policy briefs.

The evaluation established that most of the activities under this output were reprogrammed for 2017 and such only two activities had been implemented by the time of this evaluation. These are; engagement of facilitators who prepared the Papers that were discussed at National Progress Review Dialogue; and production of promotional Materials for the ISNC project that were exhibited at the National Dialogue on 9th December 2016. Across all the project districts, the evaluation noted that project documentation has been poor. However, the implementing partner (MoLG) has already realized it and in response, a community assessment tool has been developed and a specific communications and documentation officer has been hired. It was reported during the field visits that the work of documenting best practices and lessons was underway.

**2.2.2 Quick project gains**

The evaluation noted a number of project successes and a great potential for enhanced results at full activity implementation. Despite the fact that some of the project activities had not been fully implemented, the following are some of the quick gains of the project that are evident across all the implementing districts.

**i) Adoption of SMU principles**

The evaluation noted that the overarching SMU principles of cooperation, diligence and self-help have well been adopted not only in the host sub counties but also in a few others through the spillover effect. The project has particularly awakened the population in the pilot areas to effectively take part in their own development through concerted efforts. This move has witnessed a number of community development projects such as opening of community roads, cleaning of water sources and other public places such as health facilities, Sub-county premises and trading centres. Through the SMU groups, the sharing of materials, labour and happiness as well as the practice of saving together, produce together and market together have been greatly promoted.

The SMU groups in all the districts have continued to jointly undertake development initiatives both at community and individual levels. At the individual level, group members have supported each other to acquire and/or improve key household facilities and equipment such as erecting sanitation facilities, construction of kitchens, houses and improved cooking stoves among others. In Kabarole, 5 out of 6 SMU groups visited had made resolutions to ensure that each of their members constructs a permanent house that is solar powered. In fact, more than half of the SMU groups had by the time of the evaluation assisted their members to renovate their houses, acquire solar and other household facilities as members of Bujonjo SMU group in Kabarole explained;

*.....we as members of this group have made resolutions that each member should have a smart home, a source of income and improved cooking and lighting technologies. Through working together, we have helped renovate our members' homes, worked on their gardens, constructed for them toilets and kitchens to an extent that now none of our members lacks any of these basic household facilities.....our next move is to ensure that each member has a permanent house. We have already identified households that are going to be helped in this and the work of brick laying has already started.....in this group, we are blessed with diverse skills which we bring together to accomplish our missions in the short time.....*



A renovated house for a member of Bujonjo SMU group



Bricks made by group members for the construction of A member's house.

## ii) Inclusive and responsive community development

The revitalization of PDCs and VDCs coupled with several trainings in developing community development strategies that have been realized under the ISNC project continue to support inclusive and responsive community development. It was reported throughout the evaluation that community development priorities have been well integrated in the Sub-county and district development plans, workplans and budgets. Therefore, mobilizing and empowering the communities to take an active role in their local development has helped to enhance the responsiveness of the planning and development processes. Indeed, community members that took part in this evaluation reported satisfaction with their local leadership on the account that their community development needs and priorities were being attended to unlike in the past. This development has the potential to improve local leadership and allocation and monitoring of public resources hence propelling community development.

## iii) Household income improvement

Household income enhancement has been the key objective of the self-help component of the ISNC project. In effect, the project distributed a number of income generating enterprises to members of the SMU groups. Although the distribution of these enterprises in some areas seem to be generating some resentments, the gains in form of real and projected incomes can never be negated. The mindset change trainings have awakened the population to work hard and strategize for income generation. In effect, a number of income generating activities have been undertaken by SMU group members. These include inter alia; piggery, poultry, fish farming, farming, food processing among others as in the pictures below;





Selected income generating projects undertaken by SMU group members.



Through the VSLA component that has been incorporated in most of the SMU groups, savings and access to investment resources has been enabled which also continue to strengthen household incomes in the project area. In the absence of the baseline values that would have been used to bench mark progress, the reported improvements in household incomes is based on the testimonies of the interviewed SMU members as well as the project revenues from the income generating activities provided by the project. It was further established that some SMU groups have positioned themselves to offer services at a fee. Some provide manual labour while others have organized themselves into catering groups and events management teams which are hired on various functions. In addition to income generation, all these arrangements have helped to entrench the spirit of cooperation as underscored by the SMU model.



*Members of Nyamugoro Victory SMU. group in Kabarole district that offers Hired labour*



*Members of SMU group.in Kaina Parish that has formed itself into a catering group*

The members of Nyamugoro Victory SMU group in Kabarole which provides manual labour revealed that on a weekly basis, each member earns between 20000 UGX and 30000 UGX after making a mandatory saving of 10000 UGX in their group VSLA. Group members testified that before joining the group, none of them could earn that amount of money. With the enhanced household income, household's effective demand has also be boosted with effects trickling inform of improved household feeding, ability to pay schools fees and meeting other household expenditure.

#### **iv) Community sanitation and hygiene improvement**

Although there is scanty documented evidence on toilet coverage in all the three ISNC pilot districts, the project contribution towards improved community sanitation and hygiene cannot be underestimated. Through varous trainings supported by the ISNC project on mindset change, a considerable number of households that lacked sanitation facilities have reportedly acquired them. Having a clean toilet is one of the key considerations for a smart home which is emphasized by all the SMU groups. Several SMU groups have reportedly assisted their members to construct toilets and other sanitation facilities like kitchens, drying racks, rubbish pits, animal houses among others. SMU groups reported having home monitoring committees that make impromptu visits to their members to check on their sanitation and hygiene status. This has constantly put households on alert to ensure a clean and hygienic homestead. Besides, the SMU groups have undertaken cleaning of water sources, public places which have also contributed to community sanitation and hygiene improvement. Much as the overall impact of this initiative is not yet captured in the Sub-county and district level health indicators, the association between improved sanitation and hygiene and reduced disease burden and its associated cost have long been articulated in the contemporary literature.

#### **v) Environmental protection**

Through the project support, the communities Maracha, Luuka and Kabarole established tree nursery beds and an estimated 49,200 tree seedlings have been distributed to community members for planting on their private land. The adoption of energy saving technologies as well as community sensitization on environmental protection have been strategic interventions with profound impact on environmental conservation in the project area. Therefore, with the community consciousness about environmental protection coupled with the tree planting campaign that has been undertaken, enhanced environmental conservation is much envisaged.

#### **vi) Knowledge transfer and information sharing**

As explicitly revealed by the evaluation participants, the entire implementation arrangement of the ISNC project has provided a platform that has facilitated inter and intra group knowledge transfer and information sharing. Flowing from the project design, training and knowledge impartation have been key components of the project and as such the project beneficiaries have been exposed to diverse knowledge and skills vital for supporting their individual and community development. The group approach enables faster mobilization of the community members for trainings and it also avails community members with expertise in diverse areas to share their skills and experiences with others as one SMU member explained;

*“.....from the time I was trained in making briquettes, I had lacked a platform on which to share my skills with other members of the community until we formed this group. Through this group, we have been able to train each other in various skills in which we have expertise. I am happy that now all my group members are able to make briquettes themselves.....I have learnt many things from other group members. We are so grateful for the ISNC project for bringing us together to deliberate on our local development using our local skills and resources.....I am sure that we are now ready to takeoff.....”* SMU Member from Bujonjo, Kabarole district.

#### **vii) Mindset change**

The thrust of the ISNC project has been positive mindset change in order to ensure that the local population is fully responsible for and take an active part in their local development through their active participation in the planning processes as well as contribution of resources. The evaluation noted that the mindset change has effectively taken root as evidenced by the community members' willingness to

contribute resources for their local development other than waiting on the central government. Several evaluation participants testified to significant changes in their perceptions, attitudes and practices following the several trainings received from the training as the LC III chairperson of Oluffe explained during interview;

*“.....before the SMU training, I was acting and living as an officer both here at work and even at my own home. I knew that as a political leader, my role was to wake in the morning, prepare myself and come to office to listen to people’s problems and attend some meetings after which I go back home get served food and sleep. That was my routine. After the training, my life has greatly changed. I have moved from being an officer to a servant and exemplary leader. People are now amazed at how I do things both here at office and even at home. As a result of the changes in my leadership style, I have been made the chairperson of the chairpersons in Maracha district and my Sub-county is now the best performer in the entire district...At home, we have a lot of peace and even household development is now faster because I am no longer a director but a partner in development...”*

Furthermore, household heads that had abandoned their families also testified to had transformed as a result of the SMU trainings. In effect, the children that had not been in school as a result of household heads not caring were reportedly back in schools as well as some women especially in Maracha was reported reduction in domestic violence following the SMU trainings. The spirit and motivation of the community work was according to several evaluation participants a function of the changed mindset. Thus, through the mindset change, the ISNC project has reignited the traditional values of social cooperation and cohesion that had started fading away.

There is optimism for scaling up the hitherto project gains discussed above since project activity implementation is still on-going. This calls for harnessing and redressing of the facilitating and inhibiting factors presented in the next sub section.

### **2.2.3 Facilitators and inhibitors of performance**

The performance of the ISNC project has been influenced by a number of facilitating and inhibiting factors but on the whole the facilitating factors by far outweigh the inhibitors as discussed hereunder.

#### **a) Facilitators**

##### **i) Coherent project strategy**

Despite a few shortfalls in the project concept and design discussed under the project relevance section, the implementation strategy was generally coherent and strategic and this garnered both political and technical support for the project from all key stakeholders. For example, the leadership and nationalism training that was provided to the district and Sub-county level leaders was strategic and gave the project a smooth implementation landscape with the overwhelming support of all the key stakeholders in the districts and sub counties. As such, implementation has been well and jointly monitored by all key stakeholders largely working on a voluntary basis.

##### **ii) Political support**

The role of political leadership has been instrumental in effective community mobilization. The evaluation was particularly informed that in Maracha, community mobilization had suffered a great setback at the initial stages of the project until political leaders were effectively involved. In fact, in areas where communal work was struggling, the political leadership at the local level was reportedly not in full support. It was noted that in Bukanga Sub-county, the LC I chairpersons of the ISNC implementing villages have formed themselves into an SMU group and were effectively supporting SMU work hence its overwhelming success.

##### **iii) Inherent values in the traditional system**

The successful adoption of the SMU principles particularly community work has rod on the traditional value system. It is apparent that most societies in Uganda had had a number of avenues that used to bring them together to plan and participate in their community development. These for example included ‘Omuhigo’ in Kabarole and ‘bulungi bwansi’ in the central and most parts of the western regions. Thus, the

SMU principles that underpin the entire design and implementation of ISNC project have not been new phenomenon hence facilitating their faster adoption by the communities.

#### **iv) Management support from the centre**

Management support from both the Local government and UNDP sides has also been pivotal in streamlining project implementation and hence its success. The project was well integrated in the national implementation framework hinged on the same local government structures and systems; a factor that enabled cost effective project implementation. At the district level, the ISNC core team that comprise of the heads of departments at the district and Sub-county level has ably provided strategic guidance that has supported activity implementation and project results hitherto. In Maracha and Kabarole for example, the evaluation was informed that specific technical staff at the district were attached to specific SMU groups; an arrangement that has enabled continuous training and mentorship of the groups.

#### **b) Inhibitors**

##### **i) Delays in activity implementation**

In some instances, project activity implementation has not been timely and this has affected the achievement of the expected results. Activities that were planned for the first quarter of the project in 2015 were delayed until the next year largely due to delayed transfers of financial resources and difficulties in community mobilization because of the electioneering at the time. As such, the subsequent activity results could not be achieved on time.

##### **ii) Natural hazards**

Community level evaluation participants revealed that the agricultural season of 2015 and 16 were not good and much of the anticipated produce could not be realized. This affected a number of results that were expected to emanate from production enhancement and market linkages. For example the delayed operationalization of the maize mill at Oluffe Sub-county, Maracha district was reportedly associated with the poor harvests that could not economically sustain the operations of the mill. Thus, although the project has overtly and covertly facilitated buyer-farmer linkages, the benefits have not been maximized due to low production.

##### **iii) Poor agricultural extension services in some project districts**

Access to extension services in Oluffe Sub-county was reportedly poor and this has had a negative bearing on some of the project supported enterprises such as piggery and poultry. It was reported that the pigs were attacked by swine flu and left many pigs in the area including those procured under the ISNC project. However, the evaluators were unable to statistically assess magnitude of impact caused by limited access to extension services in the area.

##### **iv) Short project implementation period**

Whilst the success of the ISNC project largely hinges on positive mindset which would require much time to bear fruit, the project implementation period (2 years) are insufficient to cause tangible changes. As such, a considerable section of the evaluation participants revealed that the income generating enterprises were distributed without adequate trainings and preparation; a factor that was reportedly breeding dissatisfaction among some SMU groups members especially in Kaina parish, Kabarole district. In the opinion of many evaluation participants, more time should have been allocated to mindset change trainings in order to lay a stronger foundation for the optimum utilization and management of the income generating enterprises.

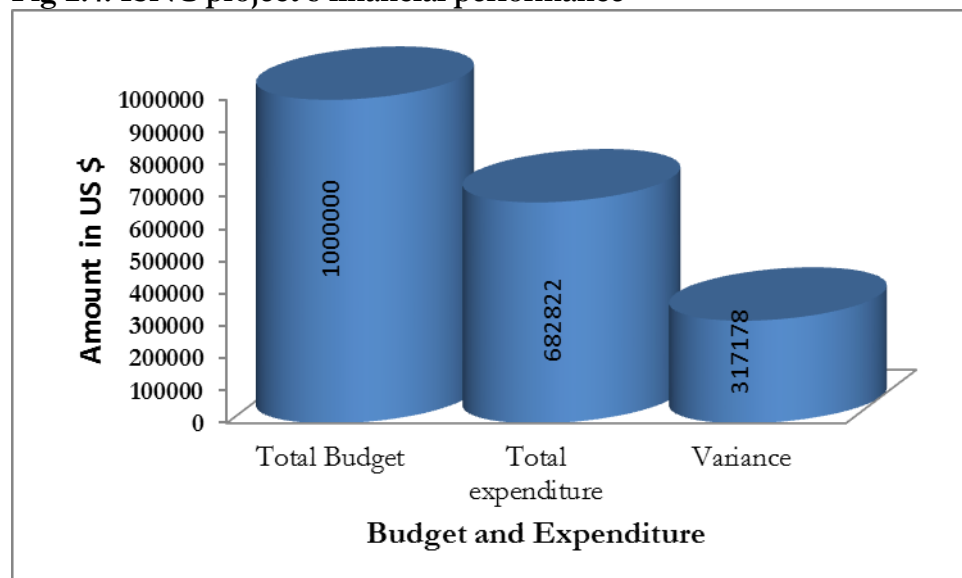
### **2.3 Project efficiency**

As required in the ToR, the project efficiency analysis was focused on the availability of financial resources and their appropriate utilization with particular emphasis on value for money (VFM). Thus, this section presents an assessment of the project expenditure to date, cost minimization strategies employed by the project with particular focus on their strengths and weaknesses as well as the project's financial management and accountability system focusing on how it has promoted appropriate utilization of the project's financial resources.

### 2.3.1 Project expenditure to date

The Inclusive and Sustainable New Communities (ISNC) project is a 24 month project stretching from July 2015 to June 2017 with the total budget of One Million US dollars. At the time of this evaluation, the project had completed 22 months (91.7% of the total project period) and the total expenditure to date stands at 682822 US \$ which is 68.3% of the total budget as illustrated in figure 2.4 below.

**Fig 2.4: ISNC project's financial performance**



**Source: Project financial reports (2016-2017)**

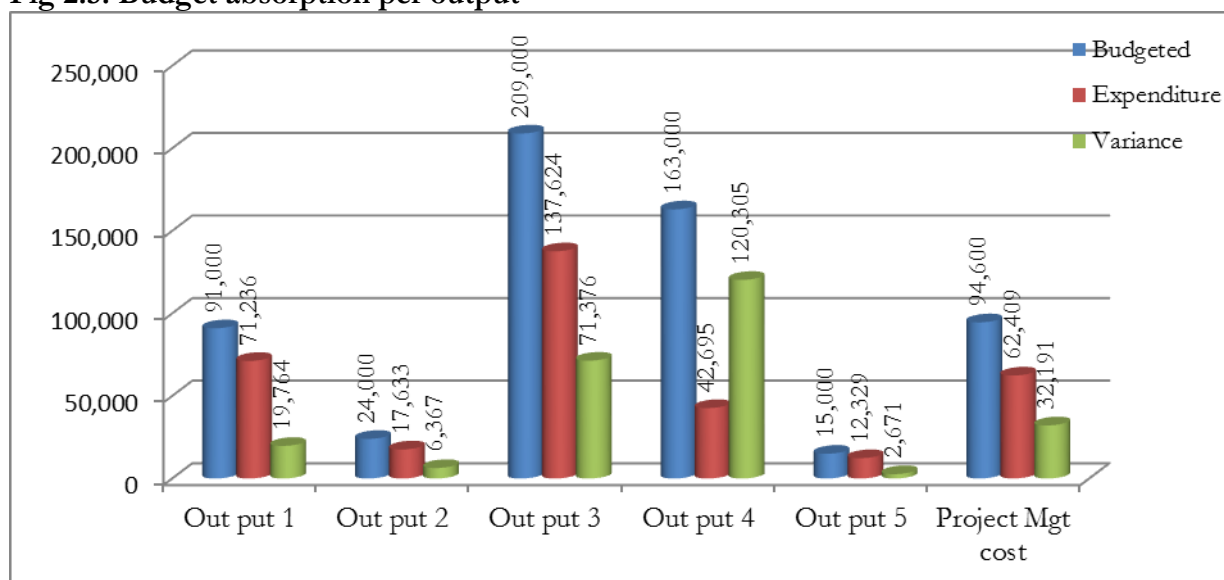
Financial data presented in the figure above indicates that financial absorption is behind schedule compared to the time the project has so far spent under implementation. It is apparent that while the project has completed 91.7% of its time, budget absorption is at 68.3%. In the light of the output based budgeting that underpins the project, it is unlikely that the project will achieve its full outputs by the end of the stipulated implementation period. Both project reports and project staff indicated that that delayed implementation of the budgeted project activities is the major cause for the low budget absorption. For example, the review noted that out of 18 activities that had been plan for July to December 2015, only 6 activities representing 33% had been successfully completed within that time.<sup>36</sup>

Analysis of project financial performance per output also reveals significant budget variances an indicator that activity implementation under all the outputs is behind schedule which puts the achievement of the project outputs within the stipulated time at stake. Figure 2.5 below shows budget absorption per output

<sup>36</sup> Project Progress report from 10<sup>th</sup> July to 31<sup>st</sup> December, 2015.



**Fig 2.5: Budget absorption per output**



**Source: Project Audit report 2016**

From the figure above, it is apparent that none of the project outputs was able to consume its allocated budget; an indicator of delayed activity implementation. Activities mostly in the first implementation year (2015) were grossly delayed due to delays in the transference of financial resources from UNDP to the implementing Partner (MoLG) and subsequently the responsible parties (pilot districts and sub counties). According to the Ministry of Local Government officials, the delays were largely a result of delayed project account opening and activation with Bank of Uganda as well as the transfer of the accounting officer in the Ministry.

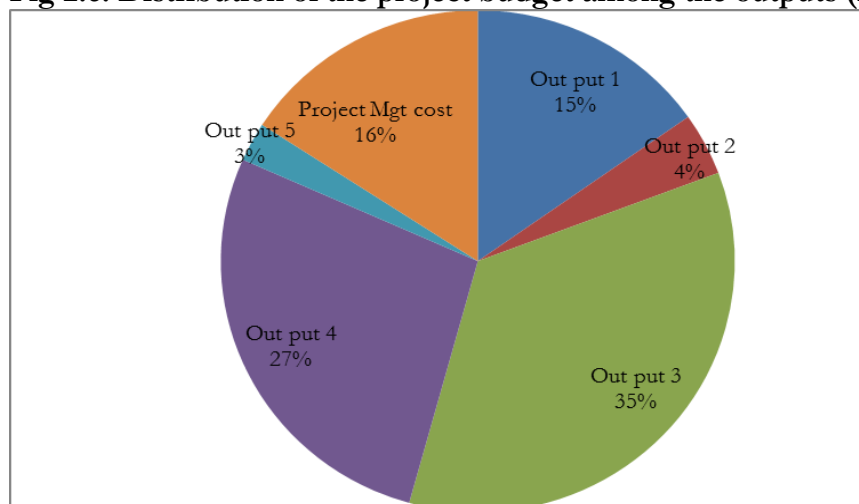
### 2.3.2 Strategies adopted to promote economical use of financial resources

Economical use of financial resources is a key pillar for project success and increases stakeholder confidence in the project. The evaluation noted that project implementation was embedded with deliberate strategies for promoting economical use of resources and these include the following;

#### i) The Output Based Budgeting approach

The evaluation noted that the project activities were well thought through at the design level and have subsequently been filtered well through the annual work plans. There is indeed satisfactory alignment between the project activities and the envisaged outputs as reflected in the project's result framework and subsequent annual work plans. Therefore, the Output Based Budgeting approach has helped to ensure that the project financial resources are spent on the activities that directly support the realization of the set outputs. The evaluation noted that project expenditure was proportionately distributed among the 5 project outputs in line with the project activities implemented as illustrated in figure 2.6 below

**Fig 2.6: Distribution of the project budget among the outputs (2015/16)**



**Source: Project Audit report, 2016**

It is noteworthy that much of the project budget for the years 2015 and 16 has been allocated to output three “Local resources increased and financing mechanisms improved to ensure that they reach community level through innovative and sustained financing of local development priorities identified by community-based organizations and village development committees”. This implies that there is greater project commitment to spending resources on the core activities that generate tangible returns to the intended beneficiaries. This presents satisfactory evidence that the project cherishes principles of prudent financial allocation and management that tantamount to efficiency.

Chapter five of the SMU manual lays out an elaborate financial management framework of the ISNC project in addition to the Local Government Finance and Accounting regulations. The evaluation noted satisfactory commitment especially on the part of the implementing and responsible parties to adhere to the set regulations. This can potentially prevent financial misappropriation. Indeed, the responsible parties that had contravened the financial management regulations were made to refund all the funds in question as recommended by the project audit report.

#### **ii) Adoption of community based implementation strategies**

Community engagement and participation are the key ingredients of the SMU model. This promotes community resource mobilization and appropriate utilization as the community’s sense of ownership is strongly inculcated. The evaluation noted that the use of community based implementation strategies for the ISNC project has promoted appropriate resource utilization as community members are empowered to monitor, oversee and report on how the resources have been utilized. The project trained community procurement committees which ensured that the procured income generating enterprises were of good quality and of reasonable prices. This has reportedly reduced community dissatisfaction over the quality of goods procured for the project.

#### **iii) Adoption of the National Implementation Modality (NIM)**

The integration of the project implementation in the National Implementation Modality at national, district, Sub-county and community levels has had positive bearing on the cost effectiveness of the project implementation processes. With the exception of one project staff who is paid off the project, other staff both at national and lower local governments are civil servants whose salaries and other remuneration are not derived from the project. This has not only helped to reduce project costs especially administrative but also promoted the spirit of voluntarism which are all key building blocks for project efficiency. Analysis of the project expenditure for 2015 and 16 shows that the project’s overhead cost is about 16 % which is less than the 25% threshold for efficient businesses<sup>37</sup>.

During interview with the project staff at Ministry of Local Government, it was revealed that curtailing project overhead costs to less than 20% of the project budget has been a deliberate endeavor; an indicator that the project implementation team has been conscious of ensuring efficient use of project resources. Therefore, the integration of the project in the National Implementation Modalities has had enormous efficiency gains as it has facilitated easy mobilization of labour for project management.

#### **iv) The financial accountability system**

The project document and the SMU manual present a fairly elaborate financial reporting system with principle reporting obligation resting upon the implementing partner. Additionally, UNDP has provided financial reporting tools (FACE form) and guidelines which the implementing partner has satisfactorily adhered to according to the key informants from both UNDP and Ministry of Local Government. Indeed, project expenditure has been tracked against approved budgets and work plans; a factor that has promoted appropriate use of financial resources. Although cases of financial misappropriation were indicated in the project audit report, necessary steps were undertaken and the money was reportedly refunded.

However, according to UNDP financial reporting system all unspent funds during each quarter is supposed to be returned and requisitioned again in the next quarter if the activities are rescheduled. While this arrangement promotes financial prudence, it is less considerate for instances of delayed financial remittances as the case has been in this project. This calls for flexibility in the application of financial management

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<sup>37</sup> International Standard Cost Model Manual; Available from: <http://www.oecd.org/gov/regulatory-policy/34227698.pdf>

regulations lest they hamper activity implementation in cases of delays in the transfer of funds to activity implementing units.

## **2.4 Project sustainability**

Project sustainability is a key pillar of project success and projects ought to embed sustainability measures in their designs and implementation arrangements. Effective stakeholder engagement and participation, degree of stakeholder ownership, stakeholder willingness and ability to contribute resources for project continuity as well as enhanced stakeholder capacity to management the project components beyond the funding period are the key tenets of project sustainability. Therefore, the assessment in this subsection was focused on ascertaining the project sustainability measures that are in place as well as the factors that are likely to affect the sustainability of the ISNC project. Thus, this section presents evaluation findings in respect to the availability and structure of the project sustainability plan, its strengths and weaknesses as well as the opportunities and challenges for enhanced project sustainability.

### **2.4.1 Availability and structure of the sustainability plan**

Both the ISNC project document and SMU manual clearly spell out the sustainability plan of the ISNC as a project and its founding principles; Self-help, diligence and cooperation. Accordingly, the sustainability of the project is envisaged through a favorable policy regime that integrates the principles of the SMU model, positive mind-set change and effective stakeholder capacity building agenda. Chapter nine of the SMU manual vividly lays out the sustainability strategy of ISNC project reflecting on eleven core elements of; competition, ideology, appraisal and selection; piloting, partnerships, planning, economic and finance, policy, structural as well as capacity building. It is noteworthy that effective implementation of all these elements would adequately support project sustainability as they all contribute to the four pillars of sustainability; participation, ownership, contribution and strengthened capacity.

In theory, the evaluation noted that right from the inception stage, significant sustainability elements were integrated in the design and implementation of the ISNC project. However, the implementation of the sustainability elements was notably at different levels though they all reflect great results and successes at full implementation as discussed hereunder.

### **2.4.2 Implementation status of the ISNC project sustainability strategy**

The evaluation noted that the implementation of the ISNC project is well supported by a robust institutional framework involving relevant stakeholders at national, district, Sub-county and community levels; a factor that would propel scale-up and continuity. It is important to note that the ISNC is not only being implemented as a project based model but also an ideology that is intended to spread to all the sectors and planning mechanisms of the country. The composition of the national, district and Sub-county implementation teams was well thought through to involve all power centres that are concerned with community development. This is potentially able to transmit the project model and ideology to several sectors of the economy hence promoting sustainability.

At the community level, it was reported in all the three pilot districts that the project principles have spread beyond the SMU communities with non-SMU communities beginning to adopt the SMU practices as one SMU champion explained;

*.....because of the benefits of the ISNC project here in Oluffe, communities in the neighboring Sub-county of Kijomoro are gearing up to start on their own using their own resources. As you can see, this is a project that doesnot necessarily require a lot of external financial resources once people's mindsets are changed.....*

This depicts willingness and commitment on the part of the communities to take an active role in their own development which is the core message underpinning the ISNC project and the SMU model. The community contribution that has been emphasized throughout the project has ably cultivated the spirit of ownership of the community development initiatives by the community members themselves hence increasing their confidence in supporting their own development thereby strengthening the “we can do it” philosophy as enshrined in both the project and the model.



The project has been able to attract and maintain important partnerships with both the public and the private sectors which are vital for the continuity of both the project components and results. The project has been implemented in partnership with the SMU centre, Embassy of Korea in Uganda, National Farmers Leadership Training Centre (NFTC), Uganda Civil Service College, Kabarole Research Centre (KRC), Hunger project and other SMU oriented projects implemented by KOICA in Mpigi and SMU centre in Wakiso, Mityana and Kyenjojo. These partnerships have provided a platform for knowledge sharing, documentation and adoption of best and sustainable practices.

From the policy point of view, it is apparent that there are a number of policies that contain similar principles as those of the ISNC project and SMU model. These include; the Local Economic Development; National Community Development (2015); Community Demand Driven (CDD); and decentralization among others which are all reinforced by the National Development Plan II and Vision 2040. Although these policies do not make an explicit mention of SMU, their principles are much similar to those of SMU. This therefore provides a strong policy foundation for the sustainability of the project interventions and the SMU model as a whole. As one project staff mentioned, the principles of the ISNC have not been purely new to the Ugandan society but had existed before though under different names such as 'Bulungi Bwansi' and 'Omuhigo' as were used in different communities. Thus, the ISNC project interventions were awakening the communal spirit that had existed before which conveys some degree of confidence over their sustainability.

Both the project and its partners have undertaken rigorous capacity building for SMU groups and other stakeholders at all levels which has the potential to support continuous mind-set change. For example, the SMU centre and National Farmers Leadership Training Centre have developed training materials and have also delivered trainings to a spectrum of individuals, groups and organisations which have continued to support continuous spread of the key messages about ISNC and SMU model principles and practices. Also, through the Embassy of Korea, a number Ugandans including community development officers, members from CSOs and CBOs as well as other development practitioners have received training on SMU from Korea. Thus, there is observable commitment to strengthen the national, sub national and local capacity for the sustainability of the ISNC and SMU model principles and practices.

On the whole, the evaluation noted effective participation in the ISNC project interventions at all levels which has promoted ownership of the interventions leading to willingness to contribute resources for implementation. With the noticeable commitment of the project and its partners towards capacity development, it suffices that there is higher potential for project sustainability. The great sustainability potential of the ISNC project notwithstanding, the evaluation also noted key strengths, weaknesses, opportunities and threats to effective sustainability as discussed hereunder.

#### **2.4.3 Strengths and weaknesses of the project sustainability plan**

Flowing from the previous sub section, the project sustainability plan is anchored on mainstreaming the ISNC principles and practices in planning mechanisms and general service delivery at various levels with strong policy support. A critical look at this strategy reveals both strengths and weaknesses although the former much outweigh the later as here below;

The greatest strength of the project sustainability strategy lies in the fact that, it is based on the already existing structures (local governments) and policy framework which are potentially able to support the continuity of the project principles and practices once they are mainstreamed. Key policies on which the sustainability of the ISNC project hinge include inter alia; Local Economic Development (LED), community development policy and Decentralization which have attracted national commitment to their implementation.

The weakness of the sustainability strategy on the other hand is that the strategy omits a national level system of tracking the functionality of the ISNC structures and activities beyond the funding period. While it is indicated in the SMU manual that the CDO and the Parish chiefs shall continue to serve as the ISNC focal persons at the Sub-county and parish levels respectively who will continually track the functionality of ISNC structures and activities at the community, capturing of ISNC progress at the national level is not specified.

Secondly, the funding of the ISNC activities beyond the project period shall largely be shouldered by the respective districts and sub counties through integration of the ISNC activities into the district and Sub-county development plans and annual workplans. According to the sustainability strategy the financing of these activities is envisaged through the internally generated revenue. This will however be a challenge for the districts that do not have substantial internally generated revenue.

Furthermore, the sustainability strategy of the ISNC project allocates the parish chiefs the oversight responsibility of the project in their respective parishes yet, the parish chiefs' office has been less functional in Uganda. According to the Chief Accounting Officers (CAOs) in the three project districts, the staffing level for the parish chiefs in the districts is averaging that 50%. Without the full functionality of this office and revitalization of the PDCs, planning and monitoring of the ISNC activities would suffer a great setback.

Key institutions such as religious and cultural have not been given adequate platform in the implementation of the project despite their great influence among the general population and community development. Religious and cultural institutions have proved successful in driving mind-set change agenda as well as community mobilization for development. The decimal involvement of these institutions in the implementation of the ISNC project denies the project a very critical resource that would contribute to its sustainability.

#### **2.4.4 Opportunities and challenges to project sustainability**

In the light of the strengths and weaknesses of the project sustainability strategy presented in the previous sub section, the actual sustainability of the ISNC project faces both opportunities and challenges as seen hereunder;

##### **i) Opportunities**

##### **National policy direction and institutional framework**

Uganda's policy direction prioritizes community based development approaches with emphasis on massive community mobilization aimed at promoting participation and ownership of the development initiatives at the community level. A number of community focused policies such as LED, Decentralization and National Community Development are already in place and are pivotal in guiding community based interventions and development. Besides, there is a streamlined institutional framework that supports decentralized service delivery. All these present opportunities not only for the success of ISNC but also its sustainability.

##### **Similar past and present interventions**

A number of community based interventions have been undertaken both in the past and the present and these include inter alia; NUSAF 2, Millennium village project, CAIP, MTIP, Operation Wealth Creation among others. The lessons and benefits from these interventions are still key in driving mind-set change and community development agenda. Besides, there are other projects implemented on the principles of SMU model which are vital for providing motivation and key learning lessons that would support the sustainability of the ISNC project.

##### **Inherent values in the traditional value systems**

The ISNC principles of communalism and volunteerism have not been new in the Ugandan society. Therefore, the ISNC project builds on a value system that already prioritizes these principles which in turn facilitates implementation. It is apparent that the core values of the ISNC project already existed in project area conamed 'Bulungi Bwansi' and 'Omuhigo' and the project acted as a catalyst to propel their deepening.

## **ii) Challenges**

### **Weak revenue base at district and Sub-county levels**

The continuous financing of the ISNC activities beyond the project period is envisaged through district and Sub-county internally generated revenue yet a good number of districts and sub counties do not have sufficient internally generated revenues. A review of the ISNC district budgets indicates that internal revenue generation is so small to sustainably fund community development initiatives. This implies that community development initiatives have kept on the breathing mechanisms of the central government grants which puts their sustainability at stake.

### **Political meddling**

Drawing on related community development initiatives, political influences have often marred community development initiatives making their sustainability weak. Although the evaluation did not capture significant evidence to this effect, it was reported across the pilot districts that politics have been the major factor that has led to the failure of government programmes. Giving an example of the Operation Wealth Creation which many evaluation participants revealed that was not operating well due to politics, evaluation participants advocated for strong safety nets to protect the ISNC project from negative political influences.

### **3.0 LESSONS LEARNT, BEST PRACTICES AND RECOMMENDATIONS**

Flowing from the presentation of the evaluation findings in the previous section, it is apparent that the implementation of ISNC project is on course with both intended and unintended results which are projected to have a positive impact not only on the implementing communities but also other communities beyond. In the evaluator's opinion, while the project concept and design was well thought through which has enhanced project relevance, the implementation process has been faced with both challenges and opportunities which have left a profound effect on the achievements. However, the implementation process contains key learning points and best practices worth scaling up and replication for the enhanced project results in the next implementation phase. This section therefore presents key lessons learnt and best practices which form the basis of the recommendations also contained in this section as seen hereunder;

#### **3.1 Lessons learnt**

- ✓ Collective engagements are key to mind change as it creates a sense of belonging and inclusion of the otherwise marginalized groups(women). The ISNC project has demonstrated that the communities are considered poor can actually liberate themselves with little external assistance once they are well mobilized.
- ✓ The involvement of political leadership in community mobilization facilitates the process and fuels the success of community based initiatives. This is because in communities where the SMU groups were fully supported by the LC I chairpersons reported ease in mobilizing community members for community work unlike in communities where the LC I chairpersons were less supportive.
- ✓ The integration of the project implementation arrangements in the National Implementation Modalities (NIM) has been associated with enormous efficiency gains as it lower the overall administrative costs. The ISNC project is being implemented with very few directly supported project staff; a factor that has kept the implementation costs low without affecting the quality and quantity of project deliverables.
- ✓ Effective involvement of the community in the project implementation lays a solid foundation for project sustainability as the community members' willingness to own and contribute their resources for the project is stimulated. Thus, projects implemented with community based approaches are more likely to be sustained.
- ✓ The idea of integrating participatory planning at community level was key to implementation of the community priorities-parish development strategic plans feeding into sub-county development plans. As a result, the community members are motivated by seeing their local plans being work on by the Sub-county and district authorities.
- ✓ Leading by example is a key motivator for effective community engagements. The involvement of top technical and political leaders in the community work has been encouraging and motivating enhanced community involvement.
- ✓ Participatory engagement with the communities in planning process creates awareness of the economic resource potential within their midst that can be exploited for local economic development
- ✓ Given the tradition and customs of communal work among the target beneficiaries in Maracha, there is a high likelihood of sustainability of project results due to strengthened cohesiveness and mind set change as among community members who view it as the revival of the good old past practices from their ancestral traditions.

### **3.2 Best practices**

The implementation of the ISNC project has been undertaken using a variety of approaches and strategies which have yielded varying results. The evaluation captured and hereunder documents strategies that have yielded or potentially able to yield superior results hence qualifying to be called ‘best practices’

#### **i) Promotion of voluntarism**

Community voluntarism has been a paramount practice whose impact shall be felt overtime. Community voluntarism has proved to be significant in driving community initiated and owned development based community participation and contribution. A well-entrenched community voluntarism is highly associated with minimal project implementation costs as the community would be willing to contribute both monetary and non-monetary resources within its reach. As it is in the implementation of the ISNC project, community voluntarism has not only been able to smoothen the implementation processes but also is potentially able to enhance the sustainability of both the project interventions and subsequent benefits.

#### **ii) Exchange visits**

Much as it has not been given much prominence in the project, the potential of exchange visits in the transference of knowledge and practices can never be underrated. It is apparent that farmers learn better when they physically observe what their fellow farmers are doing elsewhere. This facilitates faster adoption of modern methods of production.

#### **iii) Competition aspect**

The implementation of the competition aspect in the implementation of the ISNC project was notably varying across SMU groups and districts. However, where it was consistently applied, the results were reportedly spectacular. In Nyamugoro Victory SMU group in Kabarole district where intra-group competition was consistently applied, its association with household sanitation improvement was strongly emphasized by members and observed by the evaluation team. Completions help to motivate hard work and commitment to development aspirations.

#### **iv) The group level monitoring committees**

It was established during the evaluation missions to the ISNC implementing sub counties that some SMU groups had instituted group monitoring committees that periodically checked group members’ compliance with the SMU principles and group aspirations. Based on the committee’s findings from the monitoring exercise, a monitoring report is compiled and shared with the members and is used as a basis for developing and action plan for addressing the identified development challenges among the group members. This arrangement has helped group members to keep track of their progress and helps them to jointly tackle their development bottlenecks.

#### **v) Creation of an SMU SACCO at Sub-county level**

Much as the creation of the Sub-county level SMU SACCO had not been fully realized, envisaged benefits qualifies it to be a best practice. As reported in the previous section, different ISNC host sub counties were at different stages in the formation of the SMU SACCO. Nevertheless, its role in coordinating VSLA as well as attracting development resources is projected to be paramount.

#### **vi) Direct Farmer-buyer linkages**

Establishing Farmer-buyer linkages has been a key project component that is envisaged to increase returns to the farmer. The strategies employed to achieve this such as opening of community access roads and directly approaching potential buyers have all been strategic. This strategy is well positioned to eliminate middle men that have reportedly been exploiting farmers.

### **vii) Attaching ISNC core team members to specific SMU groups**

In the districts of Maracha and Kabarole, the evaluation established that the ISNC core team members were put in charge of specific SMU groups for continuous training and mentorship. Through this arrangement the team has been kept up to-date on what is happening in these groups while the groups themselves have been able to access technical advisory services with ease. The groups often invite their attaché for their group activities which in itself was reportedly motivating the members. The presence of a technical person from the district during the community work was reportedly giving the exercise clout and attracting the participation of even non-SMU group members.

In the light of the general evaluation findings presented in section two of this report as well as the lessons learnt and best practices presented above, the following recommendations are made.

### **3.3 Recommendations**

- a) **Production of a professional documentary and publications:** There is an urgent need for a high definition professional video documentary to capture the outcomes of the SMU model before the project end so that its able to empirically capture all the processes, activities, actions etc. The documentary will be a credible source of information since it gives the beneficiaries' experiences first hand. There are no quick documents to refer to for information on the outcomes of the ISNC project. There is need for some knowledge materials. A success story booklet with beneficiary quotes and supporting high quality photos, annual activity reports with well presented findings and experiences as well as handbook/manual will be a good resource for future reference. With the good experiences from the beneficiaries of the ISNC, there is need for this information to be shared with the wider public if this is to be taken on and replicated by other non-participating communities
- a) The ISNC should be implemented as an intervention intended to resuscitate and reinforce bottom-up planning process not as a detached intervention whose funding should be seen as independent of the usual service delivery approaches in local governments
- b) **Exit strategy plans:** whereas the project design document was silent about the exit strategy of the project, the consultant was able to note that some implementation strategies especially using the local government and community structures and systems were good for project sustainability. However, the consultant recommends that a consolidated smooth exit strategy should now be clearly focused on in order not to jeopardize the results and impacts sustainability. This can be achieved through various actions such as: Formalization and consolidation of community organizations and associations such as the VSLAs and SACCOs
- c) All service delivery interventions aimed at improving livelihoods should be mainstreamed through the ISNC model to enhance resource allocation and contribution from government, reduce duplication as well as promote the roll out within the pilot districts.
- d) Local governments should contract out development projects (infrastructure and energy and conservation technologies) to community IGAs as a way of reciprocating their contribution and strengthening their incomes bases. This approach could further strengthen community participation in planning and implementation SMU model in pilot communities and beyond.
- e) There is urgent need for the local governments to equip communities with knowledge and skills in technologies to exploit local economic potential like rain water harvesting, solar for production, energy technologies like briquettes. Public/ Private partnerships can be exploited as the potential avenues to scale up the interventions based on business models that could enhance community incomes as well as expand tax base of the local governments.
- f) The operational manual provides a menu of labelling and identifying ISNC SMU projects and groups. These guidelines should be shared with the communities and facilitated to implement them in order to enhance project visibility.

- g) Local government leaders will need to be continuously mentored and supported to drive the change management processes that ISNC brings and the SU model should be considered a crosscutting implementation model by all development players.
- h) An activity planning and reporting template form community level which is user friendly, be designed to enable communities improve their documentation reporting by cycle two of the Assessment. Documentation skills will further help them score more and also facilitate knowledge management and sharing.
- i) Continuous practicing of the SMU model to address the individual production and marketing mentality, training in appropriate technologies on energy, water and environment, together with routine monitoring by LLGs, HLGs and the MOLG will address the challenges under the LED parameter.
- j) There is need to put strong emphasis on knowledge management, sharing and documentation within communities, districts and national level. The ISNC focal persons should be trained on how to capture and document key success stories that should be discussed and approved by the project management unit at the national level before they are shared with other stakeholders at different levels.
- k) The distribution of income generating enterprises should focus on maximizing benefit to the group other than individual group members. The project should put up measures to ensure that the acquired enterprise revolves around the entire group members. This particularly applies to Kabarole and Maracha districts where the distribution of these enterprises took an individual approach. There should be arrangements to ensure that the young ones say of pigs or hens should be passed on to other members until all members have got.
- l) The project put much emphasis on production enhancement while paying little attention to post-harvesting facilities, yet the two are so integral if price volatility is to be reduced. It is critical that post-harvesting interventions are integrated in the design and implementation of ISNC projects in future.
- m) The aspect of intra and inter group competitions needs to be more emphasized in order to keep the SMU principles on top of the community development agenda. Both financial and non-financial incentives should be employed to motivate and reward hard work but all this needs to be done in a manner that is sustainable. This can be designed to feed into periodic farmer exhibitions at Sub-county, district and national level.
- n) The next ISNC projects should focus more on enabling communities to access low cost investment loans other than grants. This can be made possible through targeting support to VSLA, Village Banks and other financial institutions that can easily be accessed by the communities. This will potentially encourage hard work and increase a sense of responsibility over effective utilizations of resources.

## Annexes

### 1. OECD/DAC Ranking table

|                         | Rating<br>(1 low, 5 high) |   |   |   |   | Rationale   |
|-------------------------|---------------------------|---|---|---|---|---|
|                         | 1                         | 2 | 3 | 4 | 5 |   |
| <b>Impact</b>           |                           |   |   | 4 |   | The project has potential to deliver impact but at the time of the evaluation the project interventions had not yet generated significant and observable changes in people's welfare indicators. However, the project outcomes are well positioned to yield greater impact over time.   |
| <b>Sustainability</b>   |                           |   |   |   | 5 | There is a very high possibility of project sustainability as the project design and implementation has successfully integrated the key tenets of project sustainability name; community participation, ownership, contribution and capacity building. The project has notably performed well on these aspects and they are potentially able to support sustainability of the project activities and even the results.  |
| <b>Relevance/Design</b> |                           |   |   |   | 5 | The project interventions are highly relevant as they resonate well with both the international, national and community level development priorities. The project has been centred on supporting the community development needs identified through participatory processes which has enabled enhanced responsiveness of the support.   |
| <b>Effectiveness</b>    |                           |   | 3 |   |   | While the project is on track as regards activity implementation, the realization of the desired outcomes and impact still requires some time. There is current scanty evidence pointing to project outcome and impact achievement. Nevertheless, there is hope that the envisaged project results shall be achieved at full implementation or beyond.  |
| <b>Efficiency</b>       |                           |   |   | 4 |   | Project implementation is anchored on sound financial management regulations provided by both the Local Government Ministry and UNDP. These have ensured that project expenditure is well aligned with the approved budget. Furthermore, the use of community based intervention strategies has ensured minimum implementation costs. However, the reported delays in funds transfer has hampered timely activity implementation and subsequent delays in the realization of the results. |



Inclusive and Sustainable New Communities Project in Uganda Mid-Term Evaluation

I. INTRODUCTION

Since 1977, UNDP Uganda Office has been working in partnership with government of Uganda, and other stakeholders to eliminate poverty, inequality and exclusion to achieve sustainable development, and transform the country into a middle income economy in line with the vision of the National Development Plan. Over the last three decades, a number of UNDP-led initiatives have contributed significantly to the current growth - averaging 6.5% - and helped to sustain the country on its current path of development.

One of the two major pillars (Inclusive and effective governance), UNDP strongly believes that good governance based on constitutional democracy fosters national development by creating an environment conducive for investment. It also promotes efficient and effective national resource allocation systems facilitate the equitable distribution of growth dividends, strong public institutions that can combat corruption and improve service delivery. Hence, strong security and justice systems which boost social cohesion, peace and stability leading to sustainable development.

Under this pillar, the Inclusive and Sustainable New Communities (ISNC) Project in Uganda is suited to the Institutional Effectiveness portfolio. The ISNC project aims to build on Government of Uganda and Development Partners' achievements in local development and decentralisation. Promoting-community based local development through the Saemaul Undong (SMU) model, ISNC project also attempts to create national and policy level linkages of the community level results. In the spirit of core SMU principles of self-reliance and financial sustainability, the project will take a suggested 2-3-5 approach to structure resources required for the project at local level, meaning 20 percent ODA matching with 30 percent Government cost-sharing and 50 percent in-kind forms of community mobilization of labour and services, etc. The co-financing pattern may be adjusted to fit the country context. This will ensure that the project and future rollouts of the ISNC start with a self-reliance approach and become less aid dependent in the long run.

*Project Summary*

Output 1: Strengthened institutional system of local development systems through planning, budgeting, and implementation and monitoring, with focus on sub-county, parish and village development committees to address the dependency syndrome on central government and donors.

Output 2: Enhanced cohesiveness and inclusiveness of community development at local level, increasing participation and engaging women, youth, poorest, disadvantaged and marginalized population and reducing fragmentation of community-based associations.

Output 3: Local resources increased and financing mechanisms improved to ensure that they reach community level through innovative and sustained financing of local development priorities identified by community-based organizations and village development committees.

Output 4: Scale up of proven sustainability innovations including ICT, environment friendly technologies, and social enterprises through standardization, certification, dissemination and incentives.

Output 5: Generated knowledge is documented and disseminated nationally and globally through South-South cooperation mechanisms, linkage with academia is reinforced.

## II. DEVELOPMENTCONTEXT OF THE PROJECT

Uganda adopted its First Decentralisation Policy Strategic Framework (DPSF) which expanded the mandate of the Local Government Sector beyond service delivery by adding a sixth objective of Local Economic Development (LED) in 2006. The Government to further stimulate local economic development and enhance household incomes formulated a National LED Strategy and the National Local Economic Development Policy. Local governments at lower levels (sub-counties, parishes and villages) remain poorly functional and have little engagement in the local development process. Capacities of local governments below district level are to be reinforced in planning, financing, implementation and monitoring of inclusive and sustainable local development with community participation. Additionally, the bottom-up planning process is to be reinforced through strengthening the district government capacity to mainstream local plans and connect them to resources. This project directly contributes to the implementation of the policy to the lower levels as the comprehensive implementation of this policy is still at national and higher local government level.

## III. PURPOSE OF THE EVALUATION

The purpose of an independent mid-term evaluation is to assess the project's achievements against the set objectives, ascertain whether the project is on course towards the realisation of set objectives; identify and document lessons learnt (including design issues, lessons and best practices that can be used to inform programming), and quantify the project's contribution to the Government of Uganda's efforts and commitments to local development and local governance.

As an integral part of the project cycle, the evaluation will analyze effectiveness, efficiency, relevance, impact and potential for sustainability of the project. It will also identify factors that have affected project implementation and facilitated or impeded the achievement of the objectives and attainment of results. Findings from the evaluation are expected to be used by UNDP, the Ministry of Local Government, district local governments and local communities who are the main beneficiaries of the project. The findings from the evaluation will also support the global terminal evaluation that is scheduled either in the first or second quarter of 2018 as planned during the 2<sup>nd</sup> Annual Community of Practice Meeting of the Global Programme "Saemaul Initiative Towards Inclusive and Sustainable New Communities (ISNC)" that took place in Bolivia in August, 2016.

## IV. OBJECTIVES AND SCOPE OF THE EVALUATION

The main objective of the mid-term evaluation is to assess project implementation, including how the design of the project has impacted on implementation, results, relevancy, effectiveness, efficiency, sustainability, unexpected effects, and lessons.

The subject of the evaluation is the project outcomes and outputs as well as the project processes by highlighting the results, challenges faced, lessons learnt, recommendations, and the impact on the targeted beneficiaries. The evaluation coverage will include the logic and underlying assumptions upon which the strategy was originally developed, and the implementation strategy that has actually been adopted.

The findings from this evaluation will be used where necessary to improve on design, implementation and management of future projects and interventions. The evaluation will cover:

Project beneficiaries: Ministry of local government; district local governments; beneficiary communities;

Geographical coverage: 3 districts (Kabaraole, Luuka and Maracha)

Donor contributions: Republic of Korea through Korea International Cooperation Agency (KoICA)

## V. APPROACH AND METHODOLOGY

The mid-term evaluation shall provide evidence based information that is credible, reliable and useful. The lead consultant will identify and/or work with a support team. The support team will be justified in the evaluation approach and methodology to be used. The consultant will ensure the deliverables are realized. The mid-term evaluation team will review all relevant sources of information including documents prepared during the preparation phase, the project document, project reports including annual project reviews, project budget revisions, lesson learned /monitoring reports, national strategic and legal documents, and any other materials that the team considers useful for this evidence-based review.

The mid-term evaluation is expected to follow a collaborative and participatory approach ensuring close engagement with the project team, government counterparts, the UNDP Country Office, technical advisers, and other key stakeholders. Engagement of stakeholders is vital to a successful evaluation. Stakeholder involvement should include interviews with stakeholders who have project responsibilities, including but not limited to: executing agencies, senior officials and task team leaders, key experts and consultants in the subject area, project steering committee, project stakeholders, academia, local government and CSOs, etc. Additionally, the evaluation team is expected to conduct field missions to selected project target areas where the evaluation team should be able to meet the project responsible parties and conduct site verification.

The evaluation will specifically assess the following aspects of the project:

### *Project Concept and Design*

The mid-term evaluation will assess the project concept and design, and the relevance of indicators and targets set for the project, insofar as they have impacted on the achievement of project targets. The mid-term evaluation will review the problems addressed by the project and the project strategy, encompassing an assessment of the appropriateness of the objectives, planned outputs, activities and inputs as compared to cost-effective alternatives. In the event the evaluators find that there were no clear baseline indicators for the project at the onset, the evaluators are required to estimate the baseline condition so that achievements and results could be established objectively.

### *Implementation*

The mid-term evaluation will be facilitated by UNDP and undertaken in a highly participatory manner using appropriate appraisal techniques. Desk reviews, interview with key informants, focus group discussions with primary and secondary beneficiaries of the project are recommended for validation of results and outcome in the field.

Implementation of the project in terms of quality, timeliness of inputs, efficiency and effectiveness of activities carried out will be evaluated. Also, the effectiveness of management as well as the quality and timeliness of monitoring and backstopping by all parties to the project should be evaluated.

While assessing a project's results, the final evaluation will seek to determine the extent of achievement and shortcomings in reaching the project's objectives as stated in the project document and also identify any alterations if any and whether or not those changes were approved and implemented.

## *Project Outputs and Outcomes*

The evaluation will assess the outputs, outcomes and impact achieved by the project as well as the likely sustainability of project results. This will encompass an assessment of the achievement of the immediate objectives and the contribution to attaining the overall objective of the project. The evaluation will assess the extent to which implementation of the project has been inclusive in delivering to the intended or targeted beneficiaries, as well as examining any significant unexpected outcomes.

The evaluation and its findings are expected to be evidence-based. It is recommended that a ratings matrix be used to rank objectives according to the level of attainment of expected results and outputs, as well as rating of elements of project management.

## **VI. EVALUATION QUESTIONS**

In order to achieve the purpose/objectives of this evaluation, the evaluation should address the following questions:

1. Assess the relevance and appropriateness of the project design to the achievement of project results through community-led development as well as policies related to Decentralisation, Local Governance and Local Economic Development, UNDP's mandate and UNDAF/Country Programme Document?
2. To what extent have project key objectives, goal and project specific outputs and outcomes been achieved? What were the unintended consequences of this project?
3. What relationships and partnerships are most effective in terms of delivering expected results? Specifically assess the strengths and weaknesses of direct and tangential partnership arrangements of the project with stakeholders in delivering project objectives?
4. To what extent were the project financial resources available and appropriately utilized? Appraise the value for money in the utilization of resources?
5. Assess the role of the project in contributing to gender concerns/ equality and the empowerment of women?
6. What project sustainability measures were put in place and what factors are likely to affect project sustainability? How well has the project used the information generated by the performance indicators during project implementation to adapt and improve the project?

Overall the mid-term evaluation should analyze lessons and propose recommendations on aspects that have contributed or hindered the attainment of project objectives, sustainability of project benefits, innovation, catalytic effect and replication, and project monitoring and evaluation.

The evaluation should provide well formulated lessons to inform future investment in community-led development to achieve local governance and local economic development in Uganda. The final evaluation report will include examples of good practices from other projects within the focal area, country and region.

## **VII. EXPECTED DELIVERABLES**

The following deliverables/products are expected from the evaluation team: Inception report including detailed methodology; Field work debriefing before draft report writing;

Draft evaluation report;

Presentation to UNDP and stakeholders; Final evaluation report.

## VIII. COMPOSITION, SKILLS AND EXPERIENCE OF THE EVALUATION TEAM

### *Composition*

The evaluation will be undertaken by a lead national consultant.

The consultant must be independent and impartial of both the policy-making process and the delivery and management of assistance to the project. The consultant should not have been engaged in the activities to be evaluated, or responsible in decision-making roles for the design, implementation or supervision of the project. Consultant is expected to be impartial and will present a comprehensive and balanced appraisal of the strengths and weaknesses of the project and activities being evaluated.

### *Required Skills and Experience for Consultant*

Master's degree in development studies or related social science fields with 8 year experience in project and programme evaluation;

Familiarity with integrated/multi-sectoral development projects in the field of governance and programme management in Uganda, either through managing or evaluating donor-funded projects.

Familiarity and understanding in community-led development. Additional knowledge of the Republic of Korea including the Saemaul Undong (SMU) model and its movement is an advantage.

Substantive knowledge of participatory M&E processes is essential. Experience in the evaluation of technical assistance projects, if possible with UNDP or other UN development agencies and major donors, is required.

Excellent English writing and communication skills. Demonstrated ability to assess complex situations in order to analyze critical issues succinctly and clearly and draw forward-looking conclusions.

### *Duties and Responsibilities*

The consultant will have overall responsibility for the work and operation of the evaluation. The consultant is responsible and accountable for the production of the agreed products including the following:

Review of documentation to be provided by the project (implementation/evaluation reports);

Conducting fieldwork and interviewing of stakeholders, national and local government officials, and the beneficiary communities to generate authentic information and opinions;

Writing and compilation of the information and reports as needed;

Presentation of key findings highlighting achievements and constraints, and making practical recommendations to decision makers and stakeholders;

Finalization of the terminal evaluation report.

## IX. TIME- FRAME FOR THE EVALUATION

The evaluation will be carried out within 25 working days, including delivery of products as listed under section VI mentioned above. The assignment will take effect from the date of signing of the contract, as follows:

## *Deliverables / Outputs Expected Duration Review and Approvals*

- (a) Submit a detailed inception report and meet UNDP team
- (b) Undertake field mission
  - Kabarole District 13 days
  - Luuka District (field 3 days
- (c) Undertake Kampala based interviews (Kampala) 5 days
- (d) Prepare and present draft report (Kampala) 2 days
- (e) Submit final report

The Evaluation team shall present an Inception report within one week of signing the contract.

### X. Competencies:

- Demonstrated expertise and experience on terminal evaluation of programmes/projects and other strategic Programme documents
- Excellent analytical skills and strong commitment to sharing expertise and experience in order to develop capacity of others, and work as a member/advisor of a team;
- Strong communication skills; able to communicate effectively with people and able to write concisely and make presentations in a simple non-technical manner;
- Excellent analytical, organizational and negotiation skills. Ability to demonstrate tact and diplomacy

### XI. RESPONSIBILITIES AND LOGISTICS

The consultant shall work under the supervision of UNDP's M&E Specialist and closely with UNDP's ISNC Project Team.

The draft evaluation report shall be presented to UNDP and Government stakeholders no later than 25 days after start of the assignment. Comments and feedback from all stakeholders should be incorporated into the final version of the report.

The consultant shall submit the final evaluation report to the UNDP's M&E Specialist for certification of completion of work. The consultant will have the responsibility for the quality and timely submission of the deliverables to the UNDP Country office.

UNDP will provide logistical support to the consultant in the form of a vehicle for up-country project visits, and an accompanying project officer, if required.

The selected consultant will be expected to adhere to a code of conduct (Statement on Ethics), and conduct him/herself according to the expected ethical standards.



Key informant interview guide for PMU staff



THE REPUBLIC OF UGANDA  
MINISTRY OF LOCAL GOVERNMENT

**MID TERM EVALUATION**

INCLUSIVE AND SUSTAINABLE NEW COMMUNITIES PROJECT



Empowered lives.  
Resilient nations.

**INTERVIEW GUIDE FOR PMU STAFF**

**Theme 1: Background information about the respondent**

In the Capacity of \_\_\_\_\_

Department/sector \_\_\_\_\_

Specific role on the project \_\_\_\_\_

Interview No \_\_\_\_\_

Interview Date \_\_\_\_\_

Start time \_\_\_\_\_ End time \_\_\_\_\_

**Theme 2: Project Concept and Design**

- Factors that instigated the conception of this project?
- Key processes that were undertaken during the design stage of the project?
- Participatory nature of the processes
- Perception on the selection criteria of beneficiaries
- Degree of confidence in the appropriateness of beneficiary selection criteria
- Key modifications needed in the design and implementation arrangement
- Specific national priorities being addressed by the project
- Strategies that were undertaken at the design stage to ensure enhanced project consistence with national and sub national priorities.
- Strengths and weaknesses of the above strategies
- Action plans to improved project design in future

**Theme 3: Project Implementation& Management**

- Project implementation and management structures
- Roles and responsibility of each of the structures
- Adequacy/gaps of the implementation and management arrangements
- Significant changes in the implementation and management arrangements
- Reasons for the changes
- Key implementation and management challenges encountered

- Effect of such challenges on the project implementation efficiency and effectiveness
- Redress measures for the above challenges
- Strategies undertaken to mainstream gender equality and their effects
- Key lessons from the project implementation and management
- Key recommendations for improved implementation and management of the project

#### **Theme 4: Project efficiency**

- Adequacy of project resources and its effect on general implementation
- Evidence for the economical use of project resources
- Measures for ensuring appropriate use of resources and value for money
- Financial management and accountability system for the project
- Any registered cases of resource misuse in the project
- Strengths, weaknesses and gaps of financial management and accountability system for the project
- Actionable recommendations for enhancing financial management and accountability system

#### **Theme 5: Effectiveness**

Briefly indicate the level of achievement registered under each of the expected outputs that were designated to your office. Indicated whether or not the outputs were achieved in time and if not, why? Also indicate the outcomes that have so far been realized from the outputs (obtain relevant copies of the documents)

| Output targets   | Achievement |        |          | Outcome |
|--|-------------|--------|----------|---------|
|  | Baseline    | Target | Achieved |         |
| Output 1: <b>Output 1:</b> Strengthened institutional systems for local development planning, budgeting, implementation, and monitoring, with focus on sub-county, parish, village development committees, in order to address the dependency syndrome on central government and donors. |             |        |          |         |
|  |             |        |          |         |
|  |             |        |          |         |
|  |             |        |          |         |
|  |             |        |          |         |
| <b>Output 2:</b> Enhanced cohesiveness and inclusiveness of community development at local level, increasing participation and engaging women, youth, poorest, disadvantaged and marginalized population and reducing fragmentation of community based associations.                     |             |        |          |         |
|  |             |        |          |         |
|  |             |        |          |         |
|  |             |        |          |         |
| <b>Output 3:</b> Local resources increased and financing mechanisms improved to ensure that they reach community level through innovative and sustained financing of local development priorities identified by community-based organizations and village development committees.        |             |        |          |         |
|  |             |        |          |         |
|  |             |        |          |         |
|  |             |        |          |         |



|  |  |  |  |  |
|--|--|--|--|--|
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| <b>Output 4:</b> Scale-up of proven sustainability innovations including ICT, environmentally friendly technologies, social enterprises through standardization, certification, dissemination and incentives.    |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
| <b>Output 5:</b> Generated knowledge is documented and disseminated nationally and globally through South-South Cooperation mechanisms, while linkage with academia is reinforced for its continuous engagement. |  |  |  |  |
|  |  |  |  |  |
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***Probe for: whether the activities were implemented in time, Outputs delivered and possible outcomes. For the activities not implemented on time, explore why.***

- Key project achievements at output and outcome levels
- Possible impact indicators
- Facilitators and inhibitors of project results
- Association between the observable outcomes and project interventions
- Lessons learnt from the level of project achievement
- Best/promising and poor practices
- Recommendations for enhanced project effectiveness

#### **Theme 6: Sustainability**

- Availability and structure of the sustainability plan
- Likelihood for project sustainability
- Opportunities and threat to project sustainability
- Action plans for enhanced project sustainability

# Thank you for your time!



## MID TERM EVALUATION

INCLUSIVE AND SUSTAINABLE NEW COMMUNITIES PROJECT



empowered lives.  
resilient nations.

MINISTRY OF LOCAL GOVERNMENT

## INTERVIEW GUIDE FOR POLICY LEVEL STAKEHOLDERS

### Theme 1: Background information about the respondent

Agency represented \_\_\_\_\_

In the Capacity of \_\_\_\_\_

Time served on the Board \_\_\_\_\_

Specific role on the project Board \_\_\_\_\_

Interview No \_\_\_\_\_

Interview Date \_\_\_\_\_

### Theme 2: Board Functionality

- Board structure and Roles
- Selection procedure of the respondent on the board
- Frequency of board meeting/activity
- Adequacy of board composition
- Challenges underlying the execution of its mandate
- Possible redress measures

### Theme 3: Project Concept and Design

- Factors that instigated the conception of this project?
- Key processes that were undertaken during the design stage of the project?
- Participatory nature of the processes
- Perception on the selection criteria of beneficiaries
- Degree of confidence in the appropriateness of beneficiary selection criteria
- Key modifications needed in the design and implementation arrangement
- Specific national priorities being addressed by the project
- Strategies that were undertaken at the design stage to ensure enhanced project consistence with national and sub national priorities.
- Strengths and weaknesses of the above strategies
- Action plans to improved project design in future

#### **Theme 4: Project Implementation& Management**

- Project implementation and management structures
- Roles and responsibility of each of the structures
- Adequacy/gaps of the implementation and management arrangements
- Significant changes in the implementation and management arrangements
- Reasons for the changes
- Key implementation and management challenges encountered
- Effect of such challenges on the project implementation efficiency and effectiveness
- Redress measures for the above challenges
- Project change management strategies
- Strategies undertaken to mainstream gender equality and their effects
- Key lessons from the project implementation and management
- Key recommendations for improved implementation and management of the project

#### **Theme 5: Project efficiency**

- Adequacy of project resources and its effect on general implementation
- Evidence for the economical use of project resources
- Measures for ensuring appropriate use of resources and value for money
- Financial management and accountability system for the project
- Any registered cases of resource misuse in the project
- Strengths, weaknesses and gaps of financial management and accountability system for the project
- Actionable recommendations for enhancing financial management and accountability system

#### **Theme 6: Effectiveness**

- Key project achievements at output and outcome levels
- Possible impact indicators
- Facilitators and inhibitors of project results
- Association between the observable outcomes and project interventions
- Lessons learnt from the level of project achievement
- Best/promising and poor practices
- Recommendations for enhanced project effectiveness

#### **Theme 7: Sustainability**

- Availability and structure of the sustainability plan
- Likelihood for project sustainability
- Opportunities and threat to project sustainability
- Action plans for enhanced project sustainability

**Thank you for your time!**



## MID TERM EVALUATION

### INCLUSIVE AND SUSTAINABLE NEW COMMUNITIES PROJECT



## **INTERVIEW GUIDE FOR District & Sub county staff**

### **Theme 1: Background information about the respondent**

District..... Sub county .....

In the Capacity of \_\_\_\_\_

Department/sector \_\_\_\_\_

Specific role on the project \_\_\_\_\_

Interview No \_\_\_\_\_

Interview Date \_\_\_\_\_

### **Theme 2: Project Concept and Design**

- Role of the respondent's office in the concept development and project design?
- Key processes that were undertaken during the design stage of the project?
- Participatory nature of the processes
- Perception on the selection criteria of beneficiaries
- Degree of confidence in the appropriateness of beneficiary selection criteria
- Key modifications needed in the design and implementation arrangement
- Specific national and district/ sub county priorities being addressed by the project
- Strategies that were undertaken at the design stage to ensure enhanced project consistence with national and sub national priorities.
- Strengths and weaknesses of the above strategies
- Action plans to improved project design in future

### **Theme 3: Project Implementation& Management**

- Project implementation and management structures at district/sub county level
- Roles and responsibility of each of the structures
- Adequacy/gaps of the implementation and management arrangements
- Significant changes in the implementation and management arrangements
- Reasons for the changes
- Key implementation and management challenges encountered
- Effect of such challenges on the project implementation efficiency and effectiveness
- Redress measures for the above challenges
- Strategies undertaken to mainstream gender equality and their effects

- Key lessons from the project implementation and management
- Key recommendations for improved implementation and management of the project

#### **Theme 4: Project efficiency**

- Adequacy of project resources and its effect on general implementation
- Evidence for the economical use of project resources
- Measures for ensuring appropriate use of resources and value for money
- Financial management and accountability system for the project
- Any registered cases of resource misuse in the project
- Strengths, weaknesses and gaps of financial management and accountability system for the project
- Actionable recommendations for enhancing financial management and accountability system

#### **Theme 5: Effectiveness**

Briefly indicate the level of achievement registered under each of the expected outputs that were designated to your office. Indicated whether or not the outputs were achieved in time and if not, why? Also indicate the outcomes that have so far been realized from the outputs (obtain relevant copies of the documents)

| Output targets   | Achievement |        |          | Outcome |
|--|-------------|--------|----------|---------|
|  | Baseline    | Target | Achieved |         |
| Output 1: <b>Output 1:</b> Strengthened institutional systems for local development planning, budgeting, implementation, and monitoring, with focus on sub-county, parish, village development committees, in order to address the dependency syndrome on central government and donors. |             |        |          |         |
|  |             |        |          |         |
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|  |             |        |          |         |
| <b>Output 2:</b> Enhanced cohesiveness and inclusiveness of community development at local level, increasing participation and engaging women, youth, poorest, disadvantaged and marginalized population and reducing fragmentation of community based associations.                     |             |        |          |         |
|  |             |        |          |         |
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| <b>Output 3:</b> Local resources increased and financing mechanisms improved to ensure that they reach community level through innovative and sustained financing of local development priorities identified by community-based organizations and village development committees.        |             |        |          |         |
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| <b>Output 4:</b> Scale-up of proven sustainability innovations including ICT, environmentally friendly technologies, social enterprises through standardization, certification, dissemination and incentives.    |  |  |  |  |
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| <b>Output 5:</b> Generated knowledge is documented and disseminated nationally and globally through South-South Cooperation mechanisms, while linkage with academia is reinforced for its continuous engagement. |  |  |  |  |
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***Probe for: whether the activities were implemented in time, Outputs delivered and possible outcomes. For the activities not implemented on time, explore why.***

- Key project achievements at output and outcome levels
- Possible impact indicators
- Facilitators and inhibitors of project results
- Association between the observable outcomes and project interventions
- Lessons learnt from the level of project achievement
- Best/promising and poor practices
- Recommendations for enhanced project effectiveness

#### **Theme 6: Sustainability**

- Availability and structure of the sustainability plan
- Likelihood for project sustainability
- Opportunities and threat to project sustainability
- Action plans for enhanced project sustainability

# **Thank you for your time!**



## MID TERM EVALUATION

### INCLUSIVE AND SUSTAINABLE NEW COMMUNITIES PROJECT



## FOCUS GROUP DISCUSSION GUIDE FOR BENEFICIARIES

### Theme 1: Background information about the group

District..... Sub county ..... Parish.....

Village \_\_\_\_\_

Group name \_\_\_\_\_

FGD type (participants) \_\_\_\_\_

FGD No \_\_\_\_\_

Date \_\_\_\_\_

Place \_\_\_\_\_ Start time \_\_\_\_\_ End time \_\_\_\_\_

### Theme 2: Project Concept and Design

- How were you selected to participate in this project?
- What preparatory activities for this project did you participate in?
- What are the objectives of this project?
- Do you believe that the selection criteria used ensured the selection of the most appropriate beneficiaries? Give reasons
- Are the project activities and outputs in line with your key needs and priorities? Give reasons for your answer.
- In which specific ways do you consider this project beneficial to you as individual members and the entire community?
- What have you liked most or not liked in the way this project is being implemented?
- How are the issues of gender equality being integrated in the project?
- What key changes would you recommend in the way the project was designed and is being implemented?

### Theme 3: Project efficiency

- In your opinion, are the project resources being used efficiently? Give reasons
- How well can the project resources be put to proper use?



**Theme 4: Effectiveness**

- What do you consider to be key project achievements at output and outcome levels
- Have there been any significant changes in the way your group or community functions now as a result of the project?
- In your observation, is the project on course in achieving its set results?
- What are the facilitating or inhibiting factors?
- How best can the project be positioned to achieve its set targets?

**Theme 5: Sustainability**

- Are the benefits you have received from the project likely to continue beyond the project period? Give supporting evidence
- What opportunities and threat underly project sustainability in your community?
- How best can project sustainability be enhanced?

**Thank you for your time!**

# Annex 4: List of evaluation participants

Evaluation participants in Luuka

| Name                      | Organisation         | Title    | Contact (email & Telephone) | signature |
|---------------------------|----------------------|----------|-----------------------------|-----------|
| 1<br>KISA RICHARD         | MUNICIPALITY OF KISA | C/PERSON | 0783823759                  |           |
| 2<br>KATELYN PHILIP       | KATELYN PHILIP       | C/PERSON | 0779054243                  |           |
| 3<br>KURATILE ARON        | KURATILE ARON        | C/PERSON | 0784438202                  |           |
| 4<br>KUMU PROSIE          | BURU BARTU           | C/PERSON | 0772642304                  |           |
| 5<br>MUKULIMBA P.         | MUKULIMBA P.         | C/PERSON | 0787344406                  |           |
| 6<br>Bawile R. MUKAMUJIMU | Bawile R. MUKAMUJIMU | C/PERSON | 0788071208                  |           |
| 7<br>KOGERO DEHEMA        | KOGERO DEHEMA        | C/PERSON | 0770568998                  |           |
| 8<br>Mading Nabinge       | Mading Nabinge       | C/PERSON | 0777182621                  |           |
| 9<br>Nawase               | Nawase               | C/PERSON | 0776724867                  |           |
| 10<br>KAFERO ISSA         | KAFERO ISSA          | C/PERSON | 0774287759                  |           |
| 12<br>GUMALALA ROBERT     | GUMALALA ROBERT      | C/PERSON | 0778725115                  |           |
| 13<br>NANTALE ASTA        | NANTALE ASTA         | C/PERSON | 0782053980                  |           |
| 14<br>NANTALE BEATRICE    | NANTALE BEATRICE     | C/PERSON | 0779680396                  |           |
| 15<br>MURUGA Rashid       | MURUGA Rashid        | C/PERSON | 0780477426                  |           |
| 16<br>MURUGA GO. SA       | MURUGA GO. SA        | C/PERSON | 0786402896                  |           |
| 17<br>ASTA MURUGA         | ASTA MURUGA          | C/PERSON | 0772886103                  |           |
| 19<br>Kashige Janga       | Kashige Janga        | C/PERSON | 0776689581                  |           |

District ..... Luuka ..... SUB COUNTY ..... BUSALAMA PARISH ..... BUSALAMA



EVALUATION PARTICIPANTS FOR ISNCS PROJECT MTR  
PARISH LEVEL FGD PARTICIPANTS





EVALUATION PARTICIPANTS FOR ISNCs PROJECT MTR  
DISTRICT LEVEL STAKEHOLDERS  
District ..... Leribe District ISNC Technical Core Team



| Name                   | Organisation | Title | Contact (email & Telephone)                          | signature |
|------------------------|--------------|-------|--|-----------|
| 1<br>Mukondobu         | Leribe DLG   | Acto  | 0783657787<br>mukondobu@gmail.com                    |           |
| 2<br>KABIR CHANE       | Leribe DLG   | FPO   | 071655603<br>kabarachane83@gmail.com                 |           |
| 3<br>THERAKOBS RICHARD | Leribe DLG   | SFB   | 0712403963 / 075934757<br>therakobsrichard@gmail.com |           |
| 4<br>IDERA BOSCO       | Leribe DLG   | FO    | 0772266880 / 070200420<br>idera-bosco@gmail.com      |           |
| 5<br>SECUFUKA JOSEPH   | Leribe DLG   | AHA   | 098846857 joseph-secu@3mail.com                      |           |
| 6<br>MAMOGA STEPHEN    | Leribe DLG   | A/O   | 079060763<br>mamoga0654@gmail.com                    |           |
| 7<br>BARASA PAULIE     | Leribe DLG   | SAS   | 0712594414<br>barasa-paulie2014@gmail.com            |           |
| 8<br>Tegolo Ruth       | "            | C.D.O | 0772250916<br>tegaloruth@gmail.com                   |           |
| 9<br>D. STEPHEN MSHIRI | Leribe DLG   | V/O   | 0751844064 / 0773378040<br>stephenmsiri@yahoo.co.uk  |           |
| 10<br>MUSAUKA WILLIAM  | "            | C.D.O | 0783434398 / 0753434398<br>musauka-william@gmail.com |           |
| 12<br>MUSAUKA IVAN     | "            | PLC   | 0749539898 / 073406735<br>musauka-ivan@gmail.com     |           |
| 13<br>MUSAUKA IVAN     | Leribe DLG   | PAID  | 0718442920 / 0751674272<br>musauka-ivan@gmail.com    |           |
| 14                     |              |       |  |           |
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EVALUATION PARTICIPANTS FOR ISNCS PROJECT MTR  
PARISH LEVEL FGD PARTICIPANTS

District LISIKWA SUB COUNTY ISUKANG PARISH ISIVUHO GOMI VILLAGE NAKAMINI  
GROUP NAME TISISISILE VENUE Chief's home - Lyagoba Red

| Name | Organisation     | Title           | Contact (email & Telephone) | signature |
|------|------------------|-----------------|-----------------------------|-----------|
| 1    | Lyaqoisa Pule    | Lyaqoisa        | 0775-75-3386                | Lyagoba   |
| 2    | MAGONDI Kwishe   | Secretary Recho | 0779823869                  | Recho     |
| 3    | Kakairo Margaret | ommunikar       |                             | margaret  |
| 4    | Mufasa Dina      | member          |                             | Dina      |
| 5    | Senke John       | member          |                             | John      |
| 6    | Nlamakula        | member          |                             | Namankula |
| 7    | Batesa Jant      | member          |                             | Tani      |
| 8    | Sahel Isma       | Munkunika       |                             | Isma      |
| 9    | Muwangse         |                 |                             | Muwangse  |
| 10   | Namubondo Poul   | member          |                             | Poul      |
| 12   | Ridien Kwabala   | member          |                             | Ridien    |
| 13   |                  |                 |                             |           |
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# KYOSIGA KYOKUNGULA SMU DEVT GROUP

EVALUATION PARTICIPANTS FOR ISNCS PROJECT MTR

PARISH LEVEL FGD PARTICIPANTS



UN DFP

District LUUKA SUB COUNTY BUKARA PARISH BUKARA BUKARA

| Name | Organisation | Title     | Contact (email & Telephone) | signature |
|------|--------------|-----------|-----------------------------|-----------|
| 1    | Kabali Genge | Secretary | 0784115142                  |           |
| 2    | Bakanyere    | Member    | 077811838                   |           |
| 3    | Impendo      | Member    | —                           |           |
| 4    | Kafuko b     | Member    | —                           |           |
| 5    | Zenlenzi     | Member    | —                           |           |
| 6    | Aidah        | member    | 0775850271                  | A.B       |
| 7    | Kalomo B. 11 | member    | —                           |           |
| 8    | BIRIBAWA .5  |           |                             |           |
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# GEMAKUMWINDO SMU FARMERS DEVELOPMENT GROUP

EVALUATION PARTICIPANTS FOR ISNCS PROJECT MTR

SUB COUNTY LEVEL STAKEHOLDERS



Uganda  
Ministry of Agriculture, Animal Industry and Fisheries

District ..... Buwale Sub County ..... Bukwanga Village ..... Bukwanga

| Name | Organisation     | Title          | Contact (email & Telephone) | signature |
|------|------------------|----------------|-----------------------------|-----------|
| 1    | Musobye Asani    | Secretary      | 0773249363                  |           |
| 2    | Kuluseni Obbo    | Treasurer      |                             |           |
| 3    | Nakanda shakirah | C/ person      | 0775233121                  |           |
| 4    | Hagira mukama    | vice /c person | 0758606971                  |           |
| 5    | Suzan Kabala     | Member         |                             |           |
| 6    | Nakanda Alomazai | Mobilizer      | 0785485169                  |           |
| 7    | Nabirye Irene    | Member         |                             |           |
| 8    | Mutesi Ngobi     | Member         |                             |           |
| 9    | Takuwa Kyikee    | member         | 0777971762                  |           |
| 10   |                  |                |                             |           |
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AGAYAKU

EVALUATION PARTICIPANTS FOR ISNCS PROJECT MTR  
SUB COUNTY LEVEL STAKEHOLDERS



Represented by  
Resident Partners

District Luwero SUB COUNTY Bukanga

| Name | Organisation   | Title            | Contact (email & Telephone) | signature |
|------|----------------|------------------|-----------------------------|-----------|
| 1    | Muwanganyi P.  | Secretary person | 0783295342                  |           |
| 2    | Byansi Juma    | Member           | —                           |           |
| 3    | Abida Erence   | Member           | 0782947723                  |           |
| 4    | Mbabali Sepher | Member           | —                           |           |
| 5    |                |                  |                             |           |
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EVALUATION PARTICIPANTS FOR ISNCS PROJECT MTR  
PARISH LEVEL FGD PARTICIPANTS

Page 1



District KABAROLE SUB COUNTY KAIWA PARISH KAIWA VILLAGE. NBARAYABANA

GROUP NAME..... VENUE.....

| Name | Organisation       | Title       | Contact (email & Telephone) | signature |
|------|--------------------|-------------|-----------------------------|-----------|
| 1    | Kasumba Evelyn     | Secretary   | 0708420415                  | Eva.      |
| 2    | Kumina Anna        | Chairperson | 0782386667                  | Anna.     |
| 3    | Rwakaboke Jamilu   | Member      | 0774420529                  | Jamil     |
| 4    | Mugisha Robert     | Chairperson | 0779783281                  | Robert    |
| 5    | HABASA GODFREY     | Chairperson | 0759450741                  | Godfrey   |
| 6    | MUGISA FRANCIS     | Chairperson | 0779359146                  | Mugisa    |
| 7    | TWETONGYERE ROBERT | Chairperson | 0788890685                  | Rob.      |
| 8    | Turongyomwe Endre  | Chairperson | 0786571120                  | Endre     |
| 9    | TWINE EDWARD       | Chairperson | 0775326351                  | Edward    |
| 10   | Kasumba Evelyn     | Chairperson | 0754530184                  | Eva       |
| 12   | Saturday ERING     | B/S         | 0779779950                  | Ering     |
| 13   | Godimir Agnes      |             |                             | Agnes     |
| 14   | Idigamusima Agnes  |             |                             | Agnes     |
| 15   | Agabazibwe Brenda  |             |                             | Brenda    |
| 16   | Twongyomwe Rosette |             |                             | Rosette   |
| 17   | Mandag Wilson      |             | 0774552669                  | Wilson    |



EVALUATION PARTICIPANTS FOR ISNCS PROJECT MTR  
PARISH LEVEL FGD PARTICIPANTS

Page 2



Kabakore

Ruimi

SUB COUNTY

PARISH

KANA

District ..... SUB COUNTY ..... PARISH ..... KANA

| Name | Organisation                | Title                                    | Contact (email & Telephone) | signature |
|------|-----------------------------|--|-----------------------------|-----------|
| 1    | DYAMULATISTA BHAK           |  | 0784843623                  |           |
| 2    | TUMASINICUDA PH RUMHARA     |  | 0778134027                  | FIONA     |
| 3    | ATUBHARE CHRISTIAN KAMUA .B |  |                             |           |
| 4    | RUMUWA DIO KANA A           | <sup>S. MUGUMU</sup><br>CIPITUKUWA-KAMUA | 0722893771                  |           |
| 5    | TULINGUOIRE MAXOEL RUMI SLC | CDO                                      | 0784394898                  |           |
| 6    | KOBUGABE ALLIER KANA PARISH | PARISH CHIEF                             | 0775 3999 44                |           |
| 7    |                             |  |                             |           |
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EVALUATION PARTICIPANTS FOR ISNCs PROJECT MTR  
PARISH LEVEL FGD PARTICIPANTS

District KABAROLE..... SUB COUNTY KIBIRO JIC PARISH EAST WARD... VILLAGE...BUBUKA

GROUP NAME Rutoko.....Intensification of Smallholder Agriculture.....

| Name | Organisation                          | Title                | Contact (email & Telephone)  | signature     |
|------|---------------------------------------|----------------------|--|---------------|
| 1    | <u>Isime Ngere Rutoko Intensifier</u> | <u>secretary</u>     | <u>0781998673</u>  |               |
| 2    | <u>KENKARA NAUME</u>                  | <u>member</u>        | <u>0754571750</u>  | <u>naume</u>  |
| 3    | <u>ASIMWE MARGRET</u>                 | <u>member</u>        | <u>0781985225</u>  | <u>ASIMWE</u> |
| 4    | <u>MUGISA DEO</u>                     | <u>Vice Chairp.</u>  | <u>078 0772373305</u>  |               |
| 5    | <u>BYARUKHWA ARCHANUEL</u>            | <u>CIP KIROFARE</u>  | <u>0712986395</u>  |               |
| 6    | <u>WABUTO JANE</u>                    | <u>ISNC PROMOTER</u> | <u>byaruhwa archanuel to</u><br><u>gungu. com</u><br><u>0700 971009</u><br><u>0781 297 338</u> |               |
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EVALUATION PARTICIPANTS FOR ISNCS PROJECT MTR  
PARISH LEVEL FGD PARTICIPANTS

District Kaberale SUB COUNTY Kibito PARISH Mujunja VILLAGE Nyamugoro  
GROUP NAME Nyamugoro Victory S.M.V. VENUE

| Name | Organisation                       | Title             | Contact (email & Telephone) | signature   |         |
|------|------------------------------------|-------------------|-----------------------------|-------------|---------|
| 1    | Muhwezi Pinda                      | Nyamugoro Victory | 2                           | 0702924365  | Muhwezi |
| 2    | KANDULE PATRICK                    | Nyamugoro Victory | 1                           | 07518911911 | Kandule |
| 3    | MULIFBIZI VERA NYAMUGORO           | 2                 | 075 82 66711                |             |         |
| 4    | Byamugoba Godfrey Nyamugoro        | 2                 |                             |             |         |
| 5    | OLIKILISA UNITA NYAMUGORO          | 2                 | 078516 4035                 |             |         |
| 6    | KEMUGISA DOSE                      | 2                 |                             |             |         |
| 7    | nyakato Pesta                      | Nyamugoro Victory | 2                           | 0758233394  | Nyakato |
| 8    | Kabalisa MOREENI NYAMUGORO VICTORY | 2                 |                             |             |         |
| 9    | TUSEMERIWE MERISI NYAMUGORO VI     | 2                 |                             |             |         |
| 10   | Kaganda Stephen NYAMUGORO V        | 2                 | 0701440140                  |             |         |
| 12   | Ban'kosiya BAKATAMBA               | 2                 |                             |             |         |
| 13   | Nangonja ESTER                     | Nyamugoro Victory |                             |             |         |
| 14   | Kabetchambuzi                      | Nyamugoro Victory |                             |             |         |
| 15   | Kabachuma G.                       | Nyamugoro Victory |                             |             |         |
| 16   | Abukair M. G.                      | Nyamugoro Victory |                             |             |         |
| 17   | Abukair M. G.                      | Nyamugoro Victory |                             |             |         |

Chairman = BOOL M WAN Alex 0780661583 / 0777113961



EVALUATION PARTICIPANTS FOR ISNCS PROJECT MTR  
PARISH LEVEL FGD PARTICIPANTS

District KwaZulu-Natal SUB COUNTY KwaZulu-Natal PARISH South West Wiles VILLAGE KwaZulu-Natal

GROUP NAME KwaZulu-Natal Zinduka VENUE SMU Group

| Name | Organisation   | Title                    | Contact (email & Telephone) | signature          |
|------|----------------|--------------------------|-----------------------------|--------------------|
| 1    | Alona Stegler  | ZINKAKA OKOLU C/P PDC    | 0761749045                  | <i>[Signature]</i> |
| 2    | KHIZALAWENCE   | ZINDUKA C/MAN            | 0784707217                  | <i>[Signature]</i> |
| 3    | Kwabangombe    | member                   | 0771442160                  | <i>[Signature]</i> |
| 4    | Basimwe Joseph | member                   | 0787446166                  | <i>[Signature]</i> |
| 5    | KABOTIANGALE   | member                   | 0775821119                  | <i>[Signature]</i> |
| 6    | Kajumba Rajes  | member                   | 0781273520                  | <i>[Signature]</i> |
| 7    | Mugabe Robert  | ISNC PROMOTER TOWN AGENT | 0774887717                  | <i>[Signature]</i> |
| 8    |                |                          |                             |                    |
| 9    |                |                          |                             |                    |
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EVALUATION PARTICIPANTS FOR ISNCS PROJECT MTR

DISTRICT LEVEL STAKEHOLDERS

District Kabarole TPC Meeting -----



| Name | Organisation/Dept.          | Title                | Contact (email & Telephone) | signature   |
|------|-----------------------------|----------------------|-----------------------------|-------------|
| 1    | Kumbir Erya KDLG            | Population Officer   | 0782342754                  | [Signature] |
| 2    | Kasajja Rondo KDLG Planning | Volunteer            | 077788928                   | [Signature] |
| 3    | Mwekusa Simon Kaberole Dist | ACTO                 | 0786523630                  | [Signature] |
| 4    | WASONGUS ERIKAZA KDLG       | SENIOR CIVIC OFFICER | 0772682370                  | Kaseley     |
| 5    | BASABA W.S KDLG             | CFO                  | 0772332837                  | [Signature] |
| 6    | Mugume Kirjo KDLG           | D/planner            | 0772329013                  | [Signature] |
| 7    | Naomi Basoons KDLG          | ACTO                 | 0772645259                  | [Signature] |
| 8    | Perez Nwebesa KDLG          | ISNCS focal person   | 0772953099                  | [Signature] |
| 9    | Dustin Balala KDLG          | CAD                  | 0782905157                  | [Signature] |
| 10   | Kahunde Stella Kibuto SLG   | SAS                  | 0782543706                  | MKS         |
| 12   |                             |                      |                             |             |
| 13   |                             |                      |                             |             |
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**EVALUATION PARTICIPANTS FOR ISNCS PROJECT MTR**  
**PARISH LEVEL FGD PARTICIPANTS**

District LAPAROLE SUB COUNTY KIBITTO PARISH KASUNSAUYA VILLAGE BUNJOJO

GROUP NAME BUNJOJO 2 SM GROUP VENUE DAVID TIBAMUKA'S HOME

| Name | Organisation          | Title               | Contact (email & Telephone) | signature |
|------|-----------------------|---------------------|-----------------------------|-----------|
| 1    | Rwaka bale Bintasan   | Promoter / Champion | 0704782411 / 0788646102     |           |
| 2    | Tugumisiriza Urban    | C/person            | 0730409881 / 0701362410     |           |
| 3    | David Sande Tibamuka  | Founding Promoter   | 0772562514 / 0700211358     |           |
| 4    | Victoria Kabanyomizi  | member              | —                           |           |
| 5    | Katembeira Mary       | member              | 0779811860 / 0703552612     |           |
| 6    | Teddy mukirane        | member              | 0755 647545                 |           |
| 7    | TUGUMISIRIZA BINTASAN | member              | 0705511774                  |           |
| 8    | BIMBAK PAULUS         | member              | 0701708074                  |           |
| 9    | PAULUS A-CHUS         | member              | 0774791267                  |           |
| 10   | BASINGO GONRICK       | SECRETARY           | 0703357340                  |           |
| 12   | NDURU ANDUJU          | member              | 0779919006 / 0704057857     |           |
| 13   | MASAMBU MARGRET       | member              | 0782891690                  |           |
| 14   | KASOHA ROTI           | member              | 0780825903                  |           |
| 15   | KATO A                | member              | 0706940583                  |           |
| 16   |                       |                     |                             |           |
| 17   |                       |                     |                             |           |





page 2

EVALUATION PARTICIPANTS FOR ISNCS PROJECT MTR

PARISH LEVEL FGD PARTICIPANTS

District Kabale SUB COUNTY Kibuta PARISH Nyungu VILLAGE Nyungu

GROUP NAME Nyungu Victory VENUE Nyungu

| Name          | Organisation           | Title | Contact (email & Telephone) | signature      |
|---------------|------------------------|-------|-----------------------------|----------------|
| 1<br>Chairman | Cool moon Alex Victory | 2     | 0780661583                  | Cool moon Alex |
| 2             | Bahungube Grace Victor | 2     | 0754995152                  |                |
| 3             |                        | 2     |                             |                |
| 4             |                        |       |                             |                |
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| 17            |                        |       |                             |                |

Evaluation Participants in Maracha

| OTRAVU PARISH <i>St. Peter &amp; Paul</i> |                  |         |                    |
|---|------------------|---------|--------------------|
| SNO                                       | NAME             | VILLAGE | SIGN               |
| 1   | ESILU GEORGE     | BONGILO | <i>[Signature]</i> |
| 2   | NKAKURU JOICE    | RETRIO  |                    |
| 3   | THOMAS AMARI     | BONGILO | <i>[Signature]</i> |
| 4   | KETURA TENDRU    | RETRIO  |                    |
| 5   | DEBORU KEREN     | AYIVU A | <i>Deboru</i>      |
| 6   | ASIO LOY         | OSIBA   |                    |
| 7   | MUNDURU JANE     | OLUPI A | <i>[Signature]</i> |
| 8   | ODRARE CHRISTINE | SUSUNI  |                    |
| 9   | ERIMINAYO ANGERU | SUSUNI  |                    |
| 10  | EGOKU AMOS       | RETRIO  | <i>E. Gok</i>      |
| 11  | ELEMA MARK       | BONGILO | <i>[Signature]</i> |
| 12  | YIKI PATRICK     | ALIBA A | <i>[Signature]</i> |
| 13  | AKUMA ALEX       | OLUPI B | <i>[Signature]</i> |
| 14  | ARIKO LEYA       | AYIVU A |                    |
| 15  | ACIBRI JOHN      | RETRIO  | <i>[Signature]</i> |
| 16  | JINIA JANE       | BONGILO |                    |
| 17  | ANGUZU ANZULO    | AYIVU B | <i>[Signature]</i> |
| 18  | ABUKULE WOTI     | AYIVU A | <i>[Signature]</i> |
| 19  | ABAMA LINDO      | AYIVU B | <i>[Signature]</i> |
| 20  | BUGARU JANET     | OLUPI B |                    |
| 21  | ASIO ROSE        | OLUPI B |                    |
| 22  | MARITA AWARD     | OLUPI B |                    |
| 23  | ALI RAMANBANI    | SUSUNI  | <i>Ali</i>         |
| 24  | ODUGA NATANI     | RETRIO  | <i>[Signature]</i> |
| 25  | ODRARE LUSI      | OLUPI B |                    |
| 26  | BAKO GRACE       | OSIBA   |                    |
| 27  | ALIORO JOICE     | OSIBA   |                    |
| 28  | ATRIRU MILIKA    | OSIBA   |                    |
| 29  | OCOKORU PALIMA   | AYIVU B |                    |
| 30  | AVAKO JANET      | AYIVU B |                    |
| 31  | CANDIRU PISI     | RETRIO  | <i>[Signature]</i> |
| 32  | MINDRERU BETTY   | OLUPI B |                    |
| 33  | ENBEZO NIGHT     | OLUPI B |                    |
| 34  | AVAKO JANET      | AYIVU B | <i>Avako Janet</i> |
| 35  | ATAMA DAVID      | OLUPI B |                    |
| 36  | CANDIRU ZENA     | SUSUNI  |                    |
| 37  | MATURU YONES     | AYIVU A |                    |
| 38  | MATURU FLORENCE  | RETRIO  | <i>Maturu</i>      |

| S/NO | NAME             | VILLAGE | SIGN  |
|------|------------------|---------|-------|
| 39   | OCAIRE KENEDY    | OLUPI A | Asyl. |
| 40   | OGUARI KETU      | RETRIO  | Ketu  |
| 41   | DRATERU HELINA   |         | Set   |
| 42   | MAIRA SAAC       | ALIBA   | Ar    |
| 43   | ENIMARU ERINA    | ALIBA-B | fu    |
| 44   | AYAIKAKA YUNESI  | ALIBA-A | Ar    |
| 45   | AYOTARU MANBE    | ALIBA-B | San   |
| 46   | ERIKU Richard    | AYINU A | Ar    |
| 47   | EGITERI ONBORU   | RETRIO  | Ar    |
| 48   | AVAKO Philister  | ALIBA B | Ar    |
| 49   | LELEBU YUNESI    | OJIBA   | Ar    |
| 50   | ENIMARU FILISTER | ALIBA-A | Ar    |
| 51   | AEKERU JULY      | ALIBA-A | Ar    |
| 52   | BAKO MONIKA      | ALIBA-A | Ar    |
| 53   | AYIKORU HELEN    | AYINU-B | Ar    |
| 54   | ANDAMA CHARLES   | ALIBA-B | Ar    |
| 55   | ELINA CANDRU     | ALIBA-B | Ar    |
| 56   | BRARU IREN       | RETRIO  | Ar    |
| 57   | MONBUA SAMUEL    | OLUPI-A | Ar    |
| 58   | AGUA SUNDAY      | AYINU-A | Ar    |
| 59   | BAKO FLORENCE    | AYINU-B | Ar    |
| 60   | LONINBA LESIA    | AYINU-B | Ar    |
| 61   | EBEMA PATRIC     | ALIBA-A | Ar    |
| 62   | ADIRU MARRY      | ALIBA-A | Ar    |
| 63   | ENYARU ROSE      | ALIBA-A | Ar    |
| 64   | OPERU JOSEPH     | ALIBA   | Ar    |
| 65   | ANDE INGO        | AYINU-B | Ar    |

# MUNDRU parish office s/c

| NO | NAME               | VILLAGE                | SIGN         |
|----|--------------------|------------------------|--------------|
| 01 | EYOTRE STEHPAN     | OMBO                   | <i>Eyos</i>  |
| 02 | ALBERTO MBAKU      | TGBIA                  |              |
| 03 | ABABO FRANCIS      | <del>TGBIA</del> TGBIA | <i>Ababo</i> |
| 04 | IMZIKURU TOPISTIN  | Abaa Village           |              |
| 05 | TIPERU BETTY       | Abaa Village           |              |
| 06 | BAKU OTEMINA       | Abaa Village           |              |
| 07 | ALIRE ESCAL        | TGBIA "                | <i>Alire</i> |
| 08 | AYIKORU CLORIA     | TGBIA                  |              |
| 09 | EYOTRE PONTIUS     | TGBIA                  |              |
| 10 | ARIJOLE DIAMAH     | ABNA                   |              |
| 11 | BAMBLE CHRISTINE   | OUUSD B                |              |
| 12 | OPIRU JENNIFER     | Abaa                   | <i>Opiru</i> |
| 13 | OSIWARU SUSAN      | TGBIA                  |              |
| 14 | BACIA JENNIFER     |                        |              |
| 15 | ONZIA ABAYA        | TGBIA                  |              |
| 16 | BAKU SUSAN         |                        |              |
| 17 | AZIO ABUNTA        | TGBIA                  |              |
| 18 | AVABO BEATRICE     | TGBIA                  |              |
| 19 | ACIA LUKE          | EYIA                   | <i>Acia</i>  |
| 20 | ESILU EUNICE       |                        |              |
| 21 | ANILUCIA FLOWRENCE | ADIMINI                |              |



# KAMAKA PARISH - DLUFFE S/C

| SNO | NAME             | VILLAGE     | SIGN                |
|-----|------------------|-------------|---------------------|
| 01  | OCENI            | JIMMY       | GODRIA              |
| 02  | LEKU             | OTAVIO      | MONORU              |
| 03  | OPIGA            | VASCO       | ANTAKHANI           |
| 04  | ATTABIN          | LAWRENC     | KIJOMORO            |
| 05  | OCAIRE           | KENEZY      | KIJOMORO            |
| 06  | ALIA             | LIBIA       | KIJOMORO            |
| 07  | EYOIRE           | ROBERT      | B. BURU             |
| 08  | AJIBIRU          | PALMIA      | KIJOMORO            |
| 09  | LENIA            | MONICA      | KIJOMORO            |
| 10  | AYIKORU          | SERINA      | KIJOMORO            |
| 11  | OLIRU            | JESCA       | AMONIPA             |
| 12  | MUUIRU           | REJINA      | KIJOMORO            |
| 13  | GASI             | BIATA       | OBICHA              |
| 14  | AFEBIRU          | MAGRETI     | GODRIA              |
| 15  | OLIRU            | ERITA       | KIJOMORO            |
| 16  | ABUJO            | MAGRETI     | GODRIA              |
| 17  | OMBORU           | LEVIRA      | KIJOMORO            |
| 18  | LEHERU           | AGENS       | K. BURU             |
| 19  | CANDIRU          | MARLENA     | KIJOMORO            |
| 20  | ATIKU            | GILBERT     | OBICHA              |
| 21  | ADIKU            | BENARD      | OBICHA              |
| 22  | SAID             | SUMPA       | KIJOMORO            |
| 23  | CANDIRU          | ALICE       | KIJOMORO            |
| 24  | MATIRU           | FILISTER    | ANYAKANI            |
| 25  | OSARU            | JENFA       | GODRIA              |
| 26  | MATIRU           | JULIE       | K. BURU             |
| 27  | AVAKO            | STELLA      | K. BURU             |
| 28  | AMAGURU          | FLORENCE    | K. BURU             |
| 29  | JESKA            | CANDIRU     | GODRIA              |
| 30  | <del>THAKO</del> | WINTA JOYCE | KIJOMORO<br>BONGILO |
| 31  | <del>THAKO</del> | MUGESTO     | GODRIA              |
| 32  | OKUNDUYO         | GILLIAN     | KIJOMORO            |
| 33  | ADIRU            | MONIKA      | KIJOMORO            |
| 34  | PHIORU           | GRACE       | KIJOMORO            |
| 35  | OMBORU           | LOZA        | KIJOMORO            |
| 36  | ANGUXO           | RICHARD     | KAMAKA              |
| 37  | KARLETO          | ADIGA       | K. BURU             |
| 38  | ARUXO            | PETER       | GODRIA              |
|     | AMINNA           | BETRICE     | GRANVANI            |

| NAME         |          | VILLAGE  | SIGN |
|--------------|----------|----------|------|
| 39- AGELE    | YUANA    | KISOMORO | RE   |
| 40- BAYO     | ALEX     | ORINYANI | or   |
| 41- ANDER    | FIACUSIO | ANGIRA   | HA   |
| 42- GATENO   | LAUTI    | ORINYANI | JA   |
| 43- OBIRE    | MARINO   | ASO      | MA   |
| 44- HARIET   | TIRU     | GOTRIA   |      |
| 45- AFE dna  | JUSTO    | ORINYANI | AF   |
| 46- ATABIA   | TOM      | KISOMORO | TL   |
| 47- ETOMA    | CEASAR   | OBICHA   | EL   |
| 48- OPIA     | GEORGE   | GOTRIA   |      |
| 49- EBUBO    | EMANUEL  | GOTRIA   | EL   |
| 50- TILO     | AGNES    | ANZU     | AG   |
| 51- BAKO     | VICKY    | OBICHA   | GA   |
| 52- KERIA    | KATADANA | K. BURU  | KA   |
| 53- AYIKORU  | STELA    | K. BURU  | CA   |
| 54- LERUM    | JOYCE    | ORINYANI | JA   |
| 55- TIATRU   | JENNY    | MONOBU   |      |
| 56- TISIA    | CICILIA  | AMONIP   | PA   |
| 57- CANBIRU  | ROSE     | K. BURU  |      |
|              | BEHUMA   | K. BURU  |      |
| 58- YUKU     | FRANCE   | K. BURU  | HA   |
| 59- MATURU   | CELINA   | OBICHA   | CA   |
| 60- ENIRUBO  | TERENZIO | OMONIP   | LA   |
| 61- BAKO     | ALICE    | OBICHA   |      |
| 62- OSORA    | JENNY    | K. BURU  |      |
| 63- EZAYO    | EUNES    | GOTRIA   |      |
| 64- AJIO     | BEHUMA   | GOTRIA   |      |
| 65- CANBIRU  | LARA     | OBICHA   |      |
| 66- GABURU   | ROSE     | GOTRIA   |      |
| 67- TREZA    | ALIRU    | K. BURU  |      |
| 68- EMMAHA   | VELINA   | K. BURU  |      |
| 69- ONZIRU   | HARIET   | OBICHA   |      |
| 70- WAKIKO   | STELA    | K. BURU  |      |
| 71- AVAKO    | BEHUMA   | OBICHA   |      |
| 72- HIRIA    | ANZILA   | AMONIP   | we   |
| 73- AGERU    | BEATRICE | OBICHA   |      |
| 74- ENBOKU   | JOYCE    | OBICHA   | TS   |
| 75- AMVICO   | JOYCE    | K. BURU  |      |
| 76- TEREZINA | TIKO     | OBICHA   |      |
| 77- CEZERENA | EUNES    | K. BURU  |      |
|              | ONZIRU   | K. BURU  |      |



EVALUATION PARTICIPANTS FOR ISNCS PROJECT MTR  
PARISH LEVEL FGD PARTICIPANTS

District MARACHA SUB COUNTY OLUFFE PARISH OTIRAVU VILLAGE OTIRAVU  
GROUP NAME OTIRAVU SMU VENUE OTIRAVU

| Name | Organisation  | Title     | Contact (email & Telephone) | signature |
|------|---------------|-----------|-----------------------------|-----------|
| 1    | LIKI PATRICK  | SMU       | 0785566345                  |           |
| 2    | ASAMA LINO    | SMU       | -                           |           |
| 3    | EDENA PATRICK | SMU       | - 8773640274                |           |
| 4    | AKUMA ALEX    | SMU       | 0783683808                  |           |
| 5    | MUNDURU JANE  |           | 0793854161                  |           |
| 6    | DEBORU KETU   | Committee | 0789137191                  |           |
| 7    | AZAGA GILBERT |           |                             |           |
| 8    | ELIKU GEORGIE | Vice      | 0789137294                  |           |
| 9    | ODDORU ESIFFI | TREASURER | 078875207                   |           |
| 10   | ANIKORU HELEN |           | 0783393814                  |           |
| 12   | AGUIA SUNDAY  |           |                             |           |
| 13   | AMOS EGIKO    |           | 0793855419                  |           |
| 14   |               |           |                             |           |
| 15   |               |           |                             |           |
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| 17   |               |           |                             |           |





EVALUATION PARTICIPANTS FOR ISNCS PROJECT MTR  
DISTRICT LEVEL STAKEHOLDERS



District ..... MARACHA .....

| Name | Organisation    | Dept               | Title             | Contact (email & Telephone)         | signature          |
|------|-----------------|--------------------|-------------------|-------------------------------------|--------------------|
| 1    | Debrau Koenre   | Maracha (District) | Director (person) | 0772541645<br>fdeboru@yahoo.co.uk   | <i>[Signature]</i> |
| 2    | Bamide Christie | MDLG               |                   |                                     |                    |
| 3    |                 |                    | AGAS              | bandedchrisa@gmail.com              | <i>[Signature]</i> |
| 4    | ARISOLE DIANA   | OLUFESIC MDLG      | CDO               | 077853316 danjole@yahoo.com         | <i>[Signature]</i> |
| 5    | Dr. Candice Abo | MDLG               | DVO               | 0773813504 drs.marachegmail.com     | <i>[Signature]</i> |
| 6    | Munguluw (Kf)   | MDLG               | DAD               | 0774277954 munguluwdfre@gmail.com   | <i>[Signature]</i> |
| 7    | Ezra Timothy M. | MDLG/Engineering   | MD E              | 0772-453280 tezatig@yahoo.com       | <i>[Signature]</i> |
| 8    | WADIA NODER     | MDLG               | ACAD              | 07824114301 mwadia2014@gmail.com    | <i>[Signature]</i> |
| 9    | KATO AIZED      | Planner MDLG       | Planner           | 0774035083 katoaizel@rocketmail.com | <i>[Signature]</i> |
| 10   |                 |                    |                   |                                     |                    |
| 12   |                 |                    |                   |                                     |                    |
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EVALUATION PARTICIPANTS FOR ISNCS PROJECT MTR  
PARISH LEVEL FGD PARTICIPANTS

District Kamukama SUB COUNTY buliye PARISH KAMAKA VILLAGE.....

GROUP NAME PDLs VENUE.....

| Name | Organisation   | Title     | Contact (email & Telephone)                   | signature |
|------|----------------|-----------|---|-----------|
| 1    | OCENI (Summit) | CP PDC    | 0775-32 0556/0703579572<br>oceni@summit.co.ug |           |
| 2    | TIKO AGNES     | SEC       | 0773520282                                    |           |
| 3    | LEKU OTALIV    | V/S       | 0787172913                                    |           |
| 4    | OCATIRE KENEDY | Committee | 0789137474                                    |           |
| 5    | OTIGA VASCO    | TRASURE   | 0787467330                                    |           |
| 6    |                |           |   |           |
| 7    |                |           |   |           |
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EVALUATION PARTICIPANTS FOR ISNCS PROJECT MTR  
SUB COUNTY LEVEL STAKEHOLDERS



Empowered lives.  
Resilient nations.

District ..... MATR. ACHUA ..... SUB COUNTY ..... OLUFEE ..... SUB COUNTY

| Name | Organisation    | Title         | Contact (email & Telephone) | signature |
|------|-----------------|---------------|-----------------------------|-----------|
| 1    | EYONRE PONGUS   | OLUFEE        | 0782360073                  |           |
| 2    | ARIJOLE DIANA   | OLUFEE S/C LG | 0777852316                  |           |
| 3    | TIKO ABUES      | OLUFEE S/C LG | 0773520282                  |           |
| 4    | ANGUZU ANGELO   | OLUFEE S/C LG | 0774420921                  |           |
| 5    | MAWA ABO BENARD | OLUFEE S/C LG | 077970245 / 0755127415      |           |
| 6    | ENAROMA AENUS   | OLUFEE S/C LG | 0779204037                  |           |
| 7    | BANAMIE CARISMA | OLUFEE SEC    | 0774137486                  |           |
| 8    |                 |               |                             |           |
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## EVALUATION PARTICIPANTS FOR ISNCS PROJECT MTR NATIONAL LEVEL STAKEHOLDERS



*Empowered lives.  
Resilient nations.*

|          | Name                       | Organisation                                   | Title                                | Contact (email & Telephone)  |
|----------|----------------------------|--|--------------------------------------|--|
| 1        | Alfred Ogwang              | Urban Authorities Association of Uganda (UAAU) | Programmes/Training Manager          | 0775191739<br>alfredogwangguzi@yahoo.co.uk   |
| 2        | Kaswarra Darlington        | Urban Authorities Association of Uganda (UAAU) | Secretary General                    | 0781593289<br><a href="mailto:kaswarrad@yahoo.com">kaswarrad@yahoo.com</a><br><a href="mailto:uaaofug@gmail.com">uaaofug@gmail.com</a> |
| 3        | Ruyooka Anthony            | National Centre for Saemaul Undong in Uganda   | National Coordinator                 | 0782 898987  |
| 4        | Maria Naktende Mukasa      | Ministry of Local Gov't                        | Program Finance Manager              | 0772 448450<br>mnakitende70@gmail.com  |
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