

UGANDA NATIONAL ACTION ON PHYSICAL DISABILITY (UNAPD)

**MIDTERM EVALUATION OF THE MEMBERSHIP EMPOWERMENT PROJECT
(MEP)**

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Table of Contents

List of Tables	iii
List of Figures	iii
Acronyms	iv
Acknowledgements.....	v
1.0 Introduction.....	1
2.0 Purpose of Mid - term Evaluation.....	1
3.0 Objectives of the Mid- term Evaluation.....	1
4.0 Methodology	2
District Association Questionnaire	3
Tracer Study Questionnaire	3
Key Informant interviews	3
Most significant change (MSC)	3
Data analysis	4
5.0 Categories of people interviewed.....	4
6.0 Findings with regard to the operations of the District Associations	5
Relationship and Support from the National Office	6
UNAPD Newsletter	6
Relationship with sub county associations	6
Relationship to the general society and political influences	7
Collaboration with other stakeholders	7
Funding of activities	10
Activities implemented in the last one and half years	10
Engagement in accessibility for PWPDS	11
7.0 Project Performance.....	11
7.1 National level.....	12
Challenges.....	12
Recommendations.....	13
7.2 Levels of advancement on building capacity, empowerment and ownership at the District level. 13	
7.3 Participation in UNAPD training activities	14
8.0 Perceptions of the 3 chairpersons from the MEP districts of Kayunga, Mbarara and Bushenyi.	16
Acheivements.....	16
Challenges.....	17
Recommendations.....	17
10.0 Significant changes arising from the project	21
11.0 Using SPORTS as a mobilization and advocacy tool.....	22
Benefits of the sports project.	22
Challenges.....	23
Recommendations.....	23
Table 10 Status with regard to outputs of special interest	27
13.0 Findings from IGA Groups in Nebbi	28
14.0 General recommendations	30

List of Tables

Table 1	Categories of people interviewed in the project areas & national Level	4
Table 2	Collaboration with stakeholders.....	7
Table 3	Other Funding sources available to the districts.....	10
Table 4	Representation on DA Executive members by Gender.....	13
Table 5	SWOT of MEP District Associations.....	14
Table 6	Significant changes arising from the project.....	21
Table 7	Status of project objectives and targets.....	25
Table 8	Status with regard to outputs of special interest	27

List of Figures

Figure 1	Transfer of knowledge to others after the trainings.....	15
Figure 2	Percentage of EC members holding positions out side UNAPD.....	15
Figure 3	Other positions held by those who were trained.....	16

Acronyms

BOD	Board of Directors
CAO	Chief Administrative Officer
CDD	Community Driven Development
CDO	Community development Officer
CMs	Community Mobilisers
DBIA	Danish Brain Injury Association
DCDO	District Community Development Officer
DHF	Dansk Handicap Forbund
DPO	Disabled Peoples Organisation
DSOD	Danish Sports Organisation of the Disabled
GA	General Assembly
HIV/ AIDS	Human Immune Virus/ Acquired Immuno – Deficiency Syndrome
IGA	Income generating Activities
M & E	Monitoring and Evaluation
MOES	Ministry of Education and Sports
MoLG	Ministry of Local government
MOU	Memorandum of Understanding
NAADS	National Agricultural Advisory Services
NUDIPU	National Union of Disabled Persons of Uganda
NUSAF	Northern Uganda Social Action Fund
OD	Organizational Development
PRDP	Peace Recovery and Developemnt Programme
PWDs	Persons with Disabilities
PWPDs	Persons with Physical Disabilities
UNAPD	Uganda National Action on Physical Disability
USDC	Uganda Society for Disabled Children
VSLA	Village Saving and Loan Association

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1.0 Introduction

The UNAPD Membership Empowerment Project (2011-2013) is a three year capacity building project being implemented by Uganda National Action on Physical Disability with the support of DHF Denmark, using Danish government funds channeled through CISU (Civil Society in Development).

The project uses a rights based approach to improve the lives of 1500 PWDs who are members of 12 District Associations affiliated to UNAPD.

The project pursues two immediate objectives:

1. By the end of 2013, UNAPD has developed capacities in advocacy in 12 districts and at national level within 2 selected areas: a) Accessibility rights with specific focus in the education sector. b) Access to existing poverty alleviation programs being implemented by the government and NGOs.
2. By 2013, UNAPD has strengthened the systems and structures for its own management and increased ownership of the organization by the members (District Associations, groups and individuals).

2.0 Purpose of Mid - term Evaluation

The evaluation is aimed at assessing the project's performance in terms achievements, effectiveness and delivery methodology with regard to the planned objectives vis-a- vis the indicators and challenges that may have been faced to inform future implementation strategies.

3.0 Objectives of the Mid- term Evaluation

The Mid -Term Evaluation of the UNAPD Membership Empowerment Project and DHF is aimed at achieving two broad objectives;

1. To evaluate progress on selected key goal indicators to enable UNAPD Board and Staff, in collaboration with DHF take relevant decisions and ensure that project goals are met during the remaining time.
2. To analyze selected key outputs with a view of informing UNAPD Board and Staff, in collaboration with DHF on how best to include activities along these lines in the design of the next phase of the collaboration.

Specifically, the Midterm review will seek to achieve the above broad objectives by finding and establishing answers to the following two key questions:

- a. How is the project advancing on building capacity, empowerment and ownership at the District level?
- b. How can the experiences of the MEP with economic empowerment and in using Sports as an organization tool be used in the design of a future project?

4.0 Methodology

The evaluation was undertaken in December 2012 and January, 2013 following agreement on the districts where the study was to be done. 4 District Associations where the Membership Empowerment Project is being implemented were selected. These are Arua and Kitgum in the North and Mubende and Kiboga in the Central region. Another district being Nebbi, was also targeted arising from their experiences in the Poverty Alleviation/ economic empowerment Programmes.

The Western region was left out as a result of safety precautions from the Government due to the outbreak of the malbourg virus.

The Midterm review exercise majorly used descriptive methodologies. This entailed reflective and learning approaches to allow for re-examining the strengths and weaknesses of the various approaches that have been used in implementing of the project to date. Lessons were drawn from success factors and shortcomings to improve the implementation of project in the remaining period and inform the next project. The information collected was triangulated through interviewing a number of different respondents to address the critical questions/ issues of the mid-term review.

The consultant undertook the evaluation in the following phases;

Phase 1: Document review : A wide range of project documents were reviewed that included the project proposal, operational and action plans, quarterly reports, financial reports, monitoring reports and end of year reports. This was aimed at providing information and insights on the planning, design, management and implementation aspects / issues of the Membership Empowerment Project. The Consultancy team also held internal consultations to harmonise the tools for the evaluation – (Questionnaire for the District Associations, Tracer Study Questionnaire and Key informant interview guide.

Phase 2: Data collection was conducted at the district level using the qualitative tools – District Questionnaire, Tracer study questionnaire, Key informant interview guide and most significant change documentation. The different data collection tools were used to generate information from different audiences and later triangulated for validation purposes.

District Association Questionnaire

The District Association Questionnaire was administered to members of the Executive of the District Associations, aimed at getting basic information of the district association, systems and structures in place, establishing sub county associations that are members to the district association, establishing numbers of registered individual members, relationship with the UNAPD secretariat, relationship with the national level and local government plus other development actors in the district, fundraising and resource mobilization initiatives, activities implemented in the last one and half years, engagement in activities related to accessibility, participation in capacity building and training initiatives, participation in poverty alleviation programmes and the benefits arising from the trainings.

Tracer Study Questionnaire

A tracer study was carried out targeting the District Association members who had been trained. It was aimed at assessing and establishing how they perceived and rated the training that had been done and their usefulness at district, subcounty and personal levels.

Key Informant interviews

These were held with some members of the Board of Directors, staff at the national office, officials at the district local government, Councilors of PWDS, leaders of the sports teams to ascertain the relationship that exist with the District Association, partnership and inclusion aspects of persons with physical disabilities in the development programmes.

District development actors were interviewed to establish areas where synergic effects have been achieved as result of working together with the UNAPD Membership Empowerment Project.

Views were also sought from Chairpersons of the districts of Mbarara, Bushenyi and Kayunga, which though not visited are participating in the Membership Empowerment Project, so as to capture their opinion on quality of membership empowerment and capacity building efforts of the project and understand the extent of achievement of MEP.

Most significant change (MSC)

In order to identify cases of critical changes and successes, the most significant change method was employed. This involved asking the beneficiaries and project stakeholders to identify the issues they considered critically important to have been achieved and those they considered critically significant missed opportunities and setbacks in the project implementation so far. Issues and stories were related to strengthening the capacity of the district association, accessibility covering the project goals and objectives and activities. The evaluation also tracked stories of change related to the project among the beneficiaries and stakeholders. Also probed was the value the project has added to the beneficiaries and how they plan to sustain them was well documented.

Observational Data

Emphasis was also placed on collecting information based on careful observation and interactions during interviews with members/ beneficiaries, stakeholders and the sports teams in case of Mubende.

Data analysis

The evaluation exercise used both qualitative and quantitative techniques of data analysis. This was be coupled by triangulation methods aimed at cross-checking and confirmation of data gathered.

5.0 Categories of people interviewed

A numbers of respondents were interviewed who included the district association executives, PWD Councilors, some of UNAPID Board members at national level, chairpersons from other 3 MEP districts, district stakeholders and groups in Nebbi as a model district. Details are tabulated below;

Table 1 Categories of people interviewed in the project areas and National Level

District	Respondents
Arua	<ul style="list-style-type: none">• District Association Executive Committee members• Municipal Engineer• Community Development Officer• Inspector of Schools, In Charge of Special Needs
Kitgum	<ul style="list-style-type: none">• District Association Executive Committee members• Community Development Officer• Vice Chairperson, LCV• District Education Officer• NAADS Co-ordinator• District Veterinary Officer
Nebbi	<ul style="list-style-type: none">• District Association Executive Committee members• Beads Group• Soap Group• Tailoring Group• WENIPS
Kiboga	<ul style="list-style-type: none">• District Association Executive Committee members• District Community Development Officer.• District NAADS Co-ordinator• Inspector of Schools

	<ul style="list-style-type: none"> • Town Council Engineer • Coordinator, Kiboga district Farmers Association
Mubende	<ul style="list-style-type: none"> • District Association Executive Committee members. • District Community Development Officer. • Assistant Community Development Officer, CDO- Kalwana Subcounty • Male and Female District PWD Councilors • Chief, Mubende Rehabilitation Centre, (MRC) • UNAPD volunteer technical Coach • District Head Coach • Sports Team heads of Kalwana Sub county Sports Team
National level	<ul style="list-style-type: none"> • Chairman, UNAPD • Treasurer, UNAPD • Executive Director, UNAPD
Other MEP districts membership	<ul style="list-style-type: none"> • Chairperson, Kayunga • Chairperson, Mbarara • Chairperson, Bushenyi

6.0 Findings with regard to the operations of the District Associations

All the 4 District Associations had been formed before the launching the Membership Empowerment Project in their districts and have been in existence for over two years.

They were all legally registered with the district local government, and possessed registration certificates as CBOs, provided by the Community Development Office.

25 % of the District Associations have registered sub county associations as members, and 75 % indicated that they had no registered sub county association. They however indicated that mobilization efforts had been ongoing and they had been able to register individual members from the sub counties.

75% of District Associations visited had acquired their own office premises that had been provided by the district local governments through lobbying initiatives. 25% had a hired office.

75 % of the district associations had membership registers and 25 % had carbon copies of the registers provided from the National office.

All the 4 districts associations have been holding meetings regularly. 75 % hold meetings on quarterly basis and 25 % 3 times a year. Non-elected members do not attend the executive committee meetings.

100% of the district associations have active and operational bank accounts. All of them indicated that they had not presented accounts. They however noted that after the training

received from UNAPD this year, they will be in position to present accounts to the members during the planned Annual General meetings in 2011.

100 % of the District associations have had general assemblies conducted that were overseen by electoral officials, mostly from the Community Development Offices from the respective districts.

Relationship and Support from the National Office

All the 4 districts indicated that they have had regular contacts with the National Office. The means of communication have been mainly using telephones, e-mail. Parcels are delivery through post office or using the buses.

“Once UNAPD secretariat gets a member’s contact, he/she will always get information regularly. This helps the members to feel part and parcel of the system”. (Commented Kiboga DA Executive).

UNAPD Newsletter

The secretariat produces a bi-monthly newsletter, (UNAPD UPDATE) that is distributed to the different stakeholders, including national DPOs. It is aimed at keeping the different targets up dated on UNAPD programmes, activities being implemented, partnership initiatives and rights promotion for persons with disabilities.

All the district associations interviewed indicated that they receive the UNAPD UPDATE and 100 % observed that it is very relevant, in terms of keeping them updated on the on-going activities in the different districts and developments at national level in the field of disability.

“The newsletter has been very instrumental in making members abreast with what is going on with-in the association and other regions. It is a motivator to members to see themselves in the newsletter”. (Observed Kitgum DA Executive)

Relationship with sub county associations

In all the districts, mobilization of members at sub county level was an ongoing activity. 25 % of the district associations had formed and registered sub county associations and 75% had not yet registered any sub county association, which they indicated was a planned activity.

All the District associations indicated that there was a close collaboration between the sub counties and the district association. This was attributed to the representation on the executive committee and maintaining contact and information flow. On average 6 visits had been made by the District association to the sub counties in the last 12 months.

Having worked with PVPDs in various programmes like PVD special grant, NDD, FAL and SAGE, there is a missing link with the real grassroots people. There is need for linkages between the leaders at district and sub county to the lowest person at the village and parish levels. In the monitoring carried out by the CDO’s office, it’s been found out that in some cases the children with disabilities are lacking just few basics to lead normal lives. (Revealed by DCDO, Kiboga)

Information was being shared using several media using sub county representatives, telephone, meetings and also the UNAPD update.

“There is need to strengthen the structure of the District Association to sub county levels so that they are able to have a feeling, access to and inclusion in all other general activities”. (Observed the CDO Arua District).

Relationship to the general society and political influences

All the districts visited had established good relationship with the political leadership in the districts. 50 % had their executive committee members serving as councilors at district level. These participate in council meeting representing issues of persons with disabilities and also in the planning and budgeting cycles at the district level.

The association members have been aggressive in following decisions made on issues affecting them. However, PVPDs have had a weakness of thinking that you win by fighting. They should learn to have negotiations. PVPDS have also been perceived to be sarcastic as their advocacy messages include telling the nondisabled they are potential candidates to become disabled.(Remarked Municipal Engineer, Arua Municipality)

Collaboration with other stakeholders

All the 4 district association had taken on initiatives to create strategic partnerships with other development partners in their respective districts. All had collaborations with at least 3 organizations as indicated below;

Table 2 Collaboration with stakeholders

District Association	Name of Agency/ stakeholder	Area of collaboration	Nature of support
Arua	Uganda Society for Disabled Children, (USDC)	Corrective surgeries	- Provide assistive devices for children with physical disabilities - Training of Persons

			with Physical disabilities in Ocoko rehabilitation centre in areas of metal fabrication, leatherworks and weaving
	District Union for PWDS	Sharing information	- Shared office
	CUAM	Upgraded the Govt orthopedic workshop	- Have made assistive devices available for persons with physical disabilities. - Hiring doctors for corrective surgery
	CEFORD	Identification of resources ie NAADS, CDD , NUSAF where PWDS can benefit	- Trained in social accountability to establish how PWDS have benefitted from Govt programmes.
	World Vision	Capacity Building	- Supply of wheel chairs to children in schools and assistive devices to the elderly - Training PWD Youth in Tailoring and IGAs - Provide scholastic materials to children in schools
	District Local Government	Information dissemination to sub counties by the local Govt staff.	- Provide Transport - - Have provided technical guidance in M & E -Supporting International Day of the Disabled
	Radio stations – Radio Percis, Voice of Life, Arua One	Publicizing activities of the district association	- Free Radio airtime , holding press conferences and community bill boards(recorded voices)
Kitgum	District Union for PWDS	Sharing information Participating in DU meetings	- Technical advice

	National Council for Disability	Sharing information issues of PWDS and Government Programmes	- Technical advice
	Community Development Office	Consultation on issues of Disability Act, NCD Act as the officer is the Government representative, IDD	- Technical advice
Kiboga	Kiboga NGO Forum	Registered as members Capacity building	- Training/ capacity building
	District Union for PWDS	Registered as members	-Training in advocacy and lobbying
	World Vision	Training in areas of proposal writing, HIV/ AIDS, Food security and conflict resolution	- Tricycles and Wheel Chairs
	Kiboga District Farmers Association, (KDFFA)	Training in modern farming methods	- Seeds - Fertilizers - Bicycles
	Namutamba Rehabilitation Centre for Handicapped Children	Training in types of disability Rehabilitation measures	-Giving medical rehabilitation to children with disabilities
Mubende	District Union for PWDS	Sensitisation Registration of members	- Technical advice on how to reach grassroot members
	District Local Govt	Capacity Building	- Training in areas of Group formation, HIV/ AIDS, accessing Govt poverty alleviation programmes
	NAADS	Capacity Building	- Accessing NAADS programme funds
	DCDO	Capacity Building	-Accessing CDD Funds

“PWPDs need to reduce self stigmatization and sustain their campaigns by targeting further the community leadership who don’t seem to be aware of the different categories of organizations for PWDs and their leadership”. (Male LC - V PWD Councilor, Mubende district).

Funding of activities

The major funder of the District association is UNAPD through the trust fund supporting activities for strengthening the district operations.

Other sources of funds have come mainly from the Special Disability Grant for PWDs, CDD, NAADS plus NUSAF and PRDP for the districts in Northern Uganda.

“The funding from the Special Grant for PWDs of UShs: 3,300,000/- (Uganda shillings three million three hundred thousand), has been used by the DA to buy a computer, printer, generator, accessories and internet services”. (Chairperson, Kiboga District Association of Persons with Physical Disabilities).

Table 3 Other Funding sources available to the districts

Grant Type	Rating
Special Grant for PWDs	25 %
CDD	25%
NAADS	25%
Luwero – Rwenzori Project	6.3 %
PRDP	6.3 %
NUSAF 1	6.3 %
NUSAF 11	6.3 %

Where –as the Special Grant for PWDs, CDD and NAADS funds can be accessed by all districts, only Kiboga was among the districts that could benefit from the Luwero - Rwenzori funds. PRDP and NUSAF funds are available to districts in the Northern region for post conflict recovery.

On the strategies used to raise funds outside UNAPD support, 37.5 % indicated that funds are raised through sending applications, 12.5 % from meeting with potential donors and 50 % is realized from membership fees.

Activities implemented in the last one and half years

Activities that have featured mostly being implemented by the district associations have included identification of persons with physical disabilities, registration of members, holding general assemblies, training of the executive committee members of the District associations, accessibility works, Poverty alleviation initiatives , EC meetings and Sports activities in the case of Mubende district association.

Engagement in accessibility for PWPDs

All the 4 district associations indicated that they were actively engaged in advocacy and other activities aimed at promoting accessibility for persons with physical disabilities. These include sensitization on accessibility standards and accessibility auditing in schools and other public places like hotels and guest houses.

The targets included the district engineers, District Education Offices, School administration. Some of the schools visited had taken on re-designing their structures to make them accessible.

Resulting from advocacy and lobbying initiatives, Karantino Secondary school in Arua has built ramps at dormitories and classrooms. 2 primary schools of Arivu and Ambaru have also put ramps at the school buildings.

“The District Association members have been active in advocating for accessibility in the local government council meetings and visiting schools that have included Arua Primary school and Okollo Primary school. They should however include providing services to children with disabilities in form of identifying institutions that can help in payment of school fees, as the education of a Child With Disability, (CWD) is more expensive compared to an ordinary able bodied child, which sometimes the parents cannot afford”. (Suggested Inspector of Schools, SNE, Arua District)

In Kiboga, the District association had been able to influence the local government to make 2 seed schools being built to be compliant to the required accessibility standards. Sunset Hotel has been able to renovate it’s structure made it accessible by putting a ramp.

“A bye law has been passed by the district authorities and town council compelling owners of all new structures being built to be mounted with ramps. Kapeke seed secondary school, still under construction has been redesigned with standardized ramps to make it accessible”. (Revealed Eng. Joseph Mulungwa, Town Engineer, Kiboga District).

7.0 Project Performance

The Membership Empowerment Project is based on the current 5 year strategic plan 2010 – 2014 and the priorities that were identified in the several meetings between UNAPD, DHF and DBIA during it’s formulation to include advocacy, organizational development, streamlining systems and structures as well as membership of UNAPD. Using sports was also identified as a critical tool to build the capacity of members at local level and promote their commitment to UNAPD.

The approach adopted was to build sustainable structures at district level through various strategies that include capacity building, focused advocacy, trust fund, the UNAPD newsletter, individual membership registration, recruitment of a voluntary community mobiliser and participation in poverty alleviation programmes.

7.1 National level

Two Board members, the Chairperson and the Treasurer, were interviewed and gave their impressions of the project. They indicated that the project was achieving positive results in terms of training members in key aspects of advocacy, accessing resources for poverty alleviation, management of businesses, trust fund and role of the members and general empowerment to do things by themselves.

They noted that as Board members, their role is to oversee the implementation and reporting on activities.

They noted the following achievements of the membership empowerment project;

- The programme was at a first a pilot covering 4 to 6 districts, but has now expanded to 12 districts.
- The membership in the district associations have been able to demand the community members to improve on accessibility of their structures.
- The district membership are now empowered to talk to the decision makers on issues of accessibility standards in their respective districts and subcounties.
- There is increased visibility of UNAPD as an organization resulting from the bimonthly newsletter, UNAPD UPDATE.
- The project resources have been used well.
- The membership have been trained to make good reports.
- Members trained have used the knowledge acquired profitably.
- In the area of economic empowerment, results can be seen and have been recorded in districts, case for Nebbi that has served as a model district.

Challenges

The board members noted that following challenges in implementation of MEP.

1. Accessibility ideology – Some people have said that concentration has only been on physical disability and other categories like low vision have not been given priority.
2. Members want material items, and the project has had its focus and concentrated more on sensitization and advocacy.
3. Sustainability element is lacking in form of inputs to the beneficiaries, to depict the real theme of economic empowerment.
4. The Board members have not been included in monitoring activities and the budget only covers board meetings.
5. There is limited funding as UNAPD relies largely on very few donors.

Recommendations

The Board members gave the following recommendations for improved performance of the project.

- Facilitate Board members to be involved in field monitoring activities.
- Design strategies of reaching expectations of direct economic benefit to individual households.
- Staff going to the field should expand the concept of accessibility as covered in the building guidelines to include other disability categories.

7.2 Levels of advancement on building capacity, empowerment and ownership at the District level.

In all the 4 districts, the capacity of the District Associations has been strengthened manifested in having an executive committee in place that met regularly. Minutes of the meetings were in place with set agendas on issues that were to be deliberated.

All the 4 District Associations had offices where they were transacting business. 75 % had offices that been acquired through lobbying from the respective District Local Governments and only one was renting an office.

The members interviewed indicated that they were now more empowered to carry out activities of the District Association.

The ownership of the project at district level was high manifested in members' spirit of voluntarism to participate in the District Association activities, and often times using their own resources. In Arua, the DA was using a Motorcycle that belongs to a member for mobilization activities.

With regard to the gender dimension, the study team established that women were actively involved in activities of the District Association. They were fairly represented though with less positions on the executive. 61.3 % of the composition of the DA Executive are male and 38.7% are female.

Table 4: Representation on DA Executive members by Gender

	District Association	Male members	EC	Female members	EC	Total
1	Arua	04		02		06
2	Kitgum	06		03		09
3	Kiboga	05		04		09
4	Mubende	04		03		07
	Total	19		12		31

7.3 Participation in UNAPD training activities

Several trainings have been carried out by UNAPD secretariat to build the capacity of district associations and the membership in the districts. Areas covered in the trainings included orientation of the Executive Committee members, training in Organisation Development, Lobbying and Advocacy, Financial Management, Accessibility and accessing poverty alleviation programmes.

The members gave their views with regard to the trainings that had been offered. 58.3 % said it was very good, 40 % reported that it was good and 1.7 observed that it was not so good. None said the training was bad.

Table 5: Perception/Impression of respondents about the trainings

Overall Impression of the training	
Response	Percentage
Very good	58.3
Good	40
Not so good	1.7
Bad	0

With regard to the impact of the training, 96.7 % indicated that they more active than before. This was manifested in being more self-confidence, more outspoken during meetings , improved relationship to family, closer to people and willingness to meeting new people ,

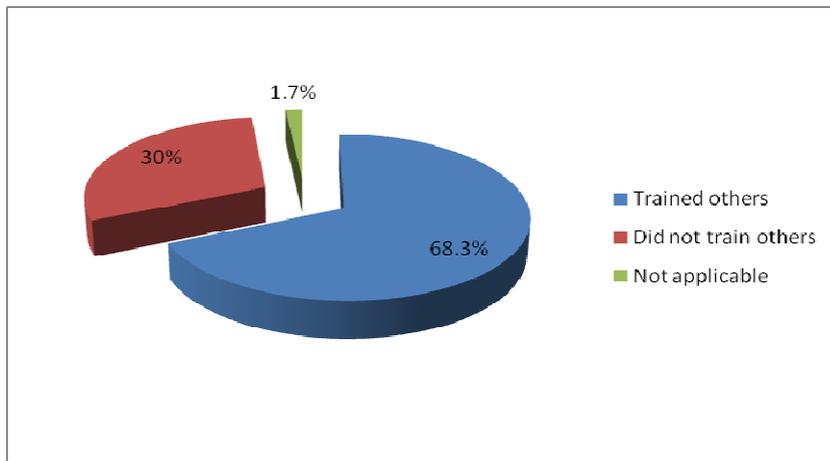
As a result of the training, they had also acquired skills in managing books of accounts, making better records(minutes), knowledge on accessibility standards and the available government poverty alleviation programmes.

Table 6: Impact of the training in UNAPD work

Response	Percentage
More active	96.7
Less active	0
No change	1.7
Not applicable	1.7

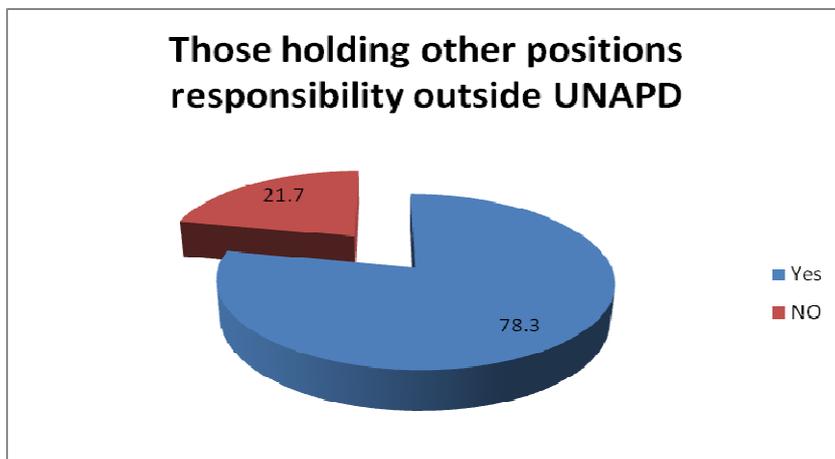
Some of the members trained (68.3 %) had been involved in transfer of learning by training other members in the different sub counties. 30 % reported that they had not yet trained others.

Figure 1 Transfer of knowledge to others after the training



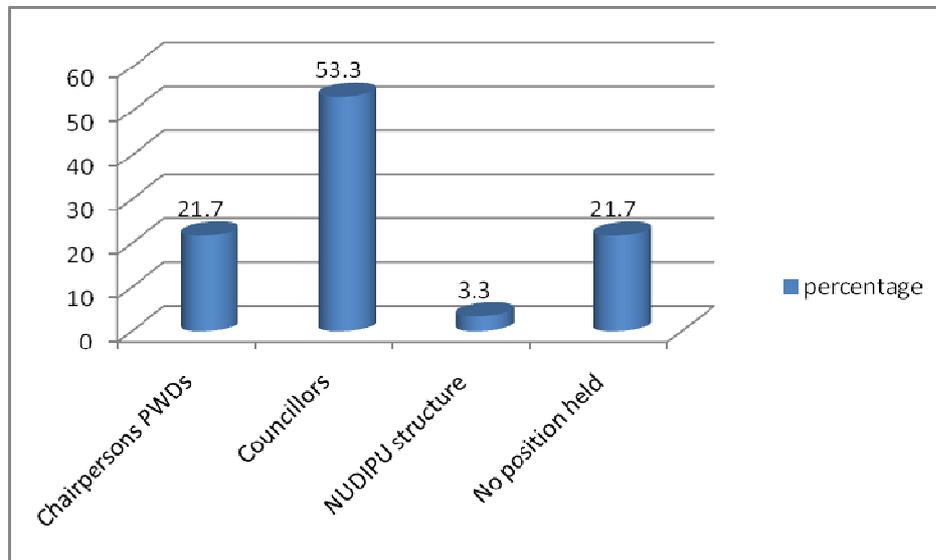
Members interviewed also confirmed that they held other positions of responsibility outside, most of which were acquired after the training. 78.3 % indicated that they had positions of responsibility and 21.7 % indicated they did not hold any other positions.

Figure 2 Percentage of EC members holding positions outside UNAPD



Most of the positions held were in the circle of the disability fraternity. 53.3 % of the members interviewed also served as councilors at either district or subcounty level. 21.7 % were chairpersons of the district Union for PWDs and 3.3 % occupied other positions in the District Union structure. 21.7 % indicated that they did not hold any other positions.

Figure 3 Other positions held by those who were trained



8.0 Perceptions of the 3 chairpersons from the MEP districts of Kayunga, Mbarara and Bushenyi.

The Midterm review team had the opportunity to interview chairpersons of Kayunga, Mbarara and Busenyi during the annual meeting held at UNAPID Office and recorded the following as achievements, challenges and recommendations;

Achievements

- Improvement networking with district local government officials on both the political and technical side.
- Increased awareness of government officials and other stakeholders on issues of accessibility
- Increased understanding of issues and needs of persons with physical disability by the community.
- Mobilising persons with physical districts to benefit from government poverty alleviation programmes.
- Collaboration has increased with other PWD organisations with –in the districts ie the districts unions, district associations of women with disabilities, persons with visual impairment etc.

Challenges

- The project seems to ending soon when it actually started late which means that the distrist associations may not be able to implement some of the planned activities.
- There are still gaps in fundraising, making it difficult for the subcounty associations to sustain themselves at the end of the project.
- PWPDs don't normally attend meetings that are general in nature and not targeting only PWDS.
- The level of funding from UNAPD secreatriat is still low to cover all activities , since it also includes the allowance for the community mobilizer.
- District Executive Committee meetings are not funded, and members coming from far distances sometimes fail to turn up.
- High expectations from the membership and government officials.

Recommendations

1. Encourage the districts associations to own the project through on-going fundraising initiatives.
2. Continous monitoring by UNAPID headquateres to the districts and the districts to monitors the subcounty activities.
3. Organise more trainings for the district local government officials ie engineers, CDOs and subcounty chiefs
4. Avail digital cameras to the district associations to be able to record evidence of results and impact being achieved as a result of the poject.
5. Involve the education sector from the ministry headquaters to develop national plans for constructing shools meeting accessibility standards.
6. Extend the project for another phase to reach all subcounties.
7. Sign MOUs where strategic partnerships have been established.
8. UNAPD to include a specific budget for EC meetings meetings held by the distrct associations.
9. Devising a sustainability strategy for the district and subcounty associations

9.0 Strengths, Weaknesses, Opportunities and Threats of Membership Empowerment Project.

An analysis was done to identify the strengths, weaknesses , opportunities of the membership empowerment project from the perspective of the members of the district association.

Table 7: SWOT of MEP District Associations

District	Strengths	Weaknesses
Arua District Association of Persons with	<ul style="list-style-type: none"> • Operational Executive Committee with specialized skills (Business education, Accounts, Journalist, Teachers, and business people) • Association is legally registered 	<ul style="list-style-type: none"> • Documentation at the beginning was weak • Communication sometimes comes late from the UNAPD

Physical Disability	<ul style="list-style-type: none"> • Have a constitution • Have an Account with Orient Bank, Arua • Skills in Fundraising through appeal letters. Have submitted a proposal to the municipal council on Transforming settlements of the urban poor in Uganda, (SUPU). • Have registered members and a membership register • Have office Space • Have assets – Chairs, Tables, Files, Stamp • Records are kept e.g Minutes of meetings, books of Accounts etc. • Willingness by the Executive Committee members to voluntarily contribute financially to the District association for activities like typing, printing, supporting in transport with a motor cycle e.t.c • Having a community mobiliser for the association 	<p>secretariat to the District Office</p> <ul style="list-style-type: none"> • No permanent staff, as the Community Mobiliser is on temporally basis • Sharing of office space with the DU • No official office phone • High expectations of members who make up the association
	Opportunities	Threats
	<ul style="list-style-type: none"> • Local Government support • Support from UNAPD Head office • Support from partners including CUAMM, World Vision, USDC, Sign Health and the Media e.g Radio Pacis, Voice of Nile, Arua one, Nile FM • Training opportunities from UNAPD • Room to write proposals to donors • Banking institutions in place 	<ul style="list-style-type: none"> • Registration forms coming late from UNAPD • District size is big to cover all the sub counties. Members are being over-whelmed with the work • Security of the place is poor. The office has been broken into twice and the computer stolen. • Communication gap – Information received late from the secretariat. • Volume of work is too big for the CM Volunteer
District	Strengths	Weaknesses
Kitgum		<ul style="list-style-type: none"> • Limited funding

District Association of Persons with Physical Disability	<ul style="list-style-type: none"> • Registered members • The association is registered with the district • Have office space • Capacity of Executive Committee members i.e. have been trained and have acquired skills • Have furniture 	<ul style="list-style-type: none"> • Transport problems • Have not yet formed some Sub county Associations because of the short period of operation • Low education levels of members in the association • Inadequate office equipment including camera
	Opportunities	Threats
	<ul style="list-style-type: none"> • Support from the district • Receptive lower level councils e.g. LC 111 • Support from UNAPD secretariat • Support from media houses i.e. POL FM gives free airtime for PWD talk shows 	<ul style="list-style-type: none"> • Poor information flow from the National office. • Existence of other players who have not performed and members think that KIDAPDA is also in the same boat
District	Strengths	Weaknesses
Kiboga District Association of Persons with Physical Disability	<ul style="list-style-type: none"> • Trust fund has helped to reach out to do more advocacy, accessibility auditing and sensitization seminars • Membership commitment and spirit of voluntarism • Known and recognized by other stakeholders including the district local government and also registered by the NGO forum • Have office and furniture • Have internet services • Have a constitution • Have a certificate of registration • Have a Postal Box address • Have an account number • Working closely with the DU and invited to participate in their trainings and recognized as a single disability association • Have capacity to lobby for new projects 	<ul style="list-style-type: none"> • No permanent staff • Don't have own premises, and operate from a rented office with no power and use a generator • No facilitation to communicate to members • Transport problem and some members come from distant places

	Opportunities	Threats
	<ul style="list-style-type: none"> • Support from stakeholders • Existence of potential members for recruitment • Exposure and more known by others 	<ul style="list-style-type: none"> • The project started late and may not be able to create impact – ie was designed for 3 years but was launched in Oct 2011 • The ministry of Education has not popularized accessibility designs in the district. • Government bureaucracy to make the necessary required renovations on schools structures to enhance accessibility
District	Strengths	Weaknesses
Mubende District Association of Persons with Physical Disability	<ul style="list-style-type: none"> • Have an office • Have a volunteer Community mobiliser • Getting Trust fund grant • Active Executive Committee members • Capacity built to manage projects and finances 	<ul style="list-style-type: none"> • Having few registered members • Non existence of established registered sub county associations • Inadequate skills in fundraising
	Opportunities	Threats
	<ul style="list-style-type: none"> • Positive collaboration with political leadership in the district • Existence of partner organizations like the District Union • Existence of funding at district level to include the disability grant and CDD 	<ul style="list-style-type: none"> • Very wide district • High expectations from the district officials • Stakeholders / Govt officials not aware of disability issues • Stakeholders mistreat PWPDS – have little knowledge on how to handle PWPDS • Stakeholders reluctant to handle PWPDS issues

“PWPDS need to be organized and package themselves better. They should increase their presence and always seek audiences with the planners/ people in charge to establish how they have been catered for in the local government planning and budgeting processes

and in infrastructural development projects (special walk ways), and not only look for authorities when they have special occasions like the international day of the disabled”. (Remarked Municipal Engineer, Arua Municipality).

10.0 Significant changes arising from the project

The project has so far yielded a number of changes from the perspectives of the various stakeholders interviewed as presented in table 5.

Table 8 Significant changes arising from the project

District Association	Significant changes
Arua District Association of Persons with Physical	<ul style="list-style-type: none"> • Various stakeholders e. g engineers have been able to get standard methods of accessibility structures. • Promises have been made to have buildings mounted with ramps e. g schools • PWDs are being accepted in development projects e.g. NAADS and have benefited in form of hoes, maize and bean seeds. • Members have been able to construct ramps on their houses • Carantino SS , Alivu Primary School and Ambaru Primary school have been able to construct ramps on class rooms and dormitories. • Increase in membership registration • At Ulleppi subcounty, the administration block is to be mounted with ramps. • Municipal very positive of the initiative, they went further to make photo copies of guidelines on accessibility. • 2 groups have benefited from the special grant and have used it to secure goats. • 2 other groups have benefitted from CDD funds i.e. weaving projects • Increased cordial reception by media houses offering free airtime
Kitgum District Association of Persons with Physical Disabilities	<ul style="list-style-type: none"> • PWPDs are now being recognized by the society • The association has acquired an office • The association is recognized by the district authorities • Members are now aware of their rights • Have positive response from sub county authorities and other institutions visited eg schools • PWPDs now own IGAs • Potential members waiting for registration
Kiboga District Association of	<ul style="list-style-type: none"> • Have built advocacy and lobbying capacity • Built Capacity in book keeping and financial management

Persons with Physical Disabilities	<ul style="list-style-type: none"> • Networking and collaboration with stakeholders with-in and outside the district • Has increased membership registration • Has assisted the association to become more visible and felt on the ground • Has helped formation of groups at sub county level • Has enabled members to benefit from poverty alleviation programmes • Has created awareness on issues of persons with physical disabilities
Mubende District Association of Persons with Physical Disabilities	<ul style="list-style-type: none"> • Increased awareness among the membership and stakeholders on the accessibility standards • Members are willing to form Poverty Alleviation Programme groups after the training • PWPDs have gained self confidence • PWPDs are now recognized by the district authorities and other sectors in the society • The association members are now able to run institutions because of the training offered.

11.0 Using SPORTS as a mobilization and advocacy tool

Sports is one of the key components in the Membership Empowerment Project. It is a strategy for mobilizing persons with physical disabilities to come together to enjoy themselves, but also to be able to advocate for issues that affect them i.e. poor societal attitudes, inaccessibility, poverty alleviation, HIV/ AIDS, employment among others.

The use of sports as a mobilization and advocacy tool by the membership empowerment project is producing impressive results in Mubende district where it is being tested. This is manifested in developed talents among the members, creation of social cohesion and safety nets and the level of self esteem which has risen.

During the interview with the head coach, Mubende district and the technical coach, sports teams have been set up which include sitting ball , sitting basket ball and cricket volley ball.

They indicated the sports project had several benefits to the members as enlisted below;

Benefits of the sports project.

1. It has brought interest in members
2. Members have been able to understand one-another
3. Members are able to share opportunities and challenges e.g availability of services in the community on which they can tap i.e. schools

4. Improvement in the health as members have put their bodies to practice, and not only burning calories through digging.
5. Members have overcome confinement and being in solitary state.
6. Has created exposure that PWDs are also capable of doing several things that the able bodied do.
7. Opening up to the community and being more open
8. An MOU is soon to be signed with terms and conditions of service.
9. In the barracks, they have been able to register 20 members, and expect more 10 members to register when they are back from Leave.
10. New faces are joining every time the technical person would visit. This is promoting integration as children also participate.
11. Have a membership register in form of a book.

“Participating in Sports has been beneficial to the members in terms overcoming confinement and being in a solitary state. There has been improvement of their health as they have put their bodies to improved practices and not just burning calories through digging”.(Remarked Captain Deo Twesigye , Head Coach, Mubende Rehabilitation Centre and Joseph Kateera, Volunteer Technical coach).

Challenges

1. Members are very scattered
2. Accessibility is a problem as some of the roads are impassable for persons with physical disabilities.
3. The technical coach has very little time with players. i.e. possibility of visiting the sub counties every month
4. Lack of equipment and logistical items for facilitating effective participation in the sports ie Uniforms, drugs, bandages, balls. (Team captain for Mubende Sports club)
5. Lack of transport due to the long distances up to the play groups.

Recommendations

- Spread the project to other areas
- More skills should be added for the members ie tailoring, carpentry, and agricultural projects
- Exchange visits to other groups of PWDs to see what others are doing to obtain good lessons of IGA
- Friendly matches with other teams.
- Logistical support in form of communication airtime

The chief of Mubende Rehabilitation Centre, (MRC), re-echoed the role of sports as a being cardinal aspect in implementation of their activities. MRC is involved in

rehabilitation of army personnel who have been disabled mostly resulting from military operations and sometimes accidents. Activities include, making orthopedic equipment, Physiotherapy and Counseling

He noted that members come when they are resigned in life as a result of acquired physical disability , and sports has led to self appreciation of members and also being appreciated by the community.

The Centre is putting up a special play ground for PWDs and games include sit ball, sitting volley ball and wheel chair basket ball. The court is expected to be finalized in 3 months. This is the only one of it's kind in addition to others in Northern region, (Gulu), and in Eastern region, (Mbale). This has been possible as a result of collaboration from the Uganda Government, partners from Denmark and UNAPD.

He observed that MRC recognized sports as a critical tool for mobilization and networking among persons with physical disabilities.

He recommended for the need for providing the required logistical and financial support for completion of the play ground, Facilitation of specialized sports for PWDs, Availing continuous opportunities to promote sports and Empowering the Community Development Officers in regard to promoting interest of PWDs.

The sub county CDO of Kalwana sub county where UNAPD membership project has established a sports team highlighted the benefits of sports as being;

- PWPDs have come out from the villages
- Exercises have made them more fit
- Members have learnt to collaborate and work together
- Have received a facility where they can play from provided by the Father of Kalwana Catholic Parish.

He noted significant changes that have come as a result of establishing s sports team for persons with physical disabilities as below;

1. The community have found out that PWPDs have talents
2. Appreciation of the different contribution by different stakeholders,
3. The sub county technical planning committee, (STPC) has recognized the role of PWDs and have proposed to set up an IGA project for PWDS to compliment the sports activities they are involved in.
4. The sub county has planned for capacity building of the group to be able to identify viable poverty alleviation projects.
5. The sub county has come- out and is committed to providing technical advice and willing to co-fund the registration of the group.

The assistant CDO indicated that People with Physical disabilities have participated in different poverty alleviation programmes and have received coffee and banana seedlings, and have a representative on the NAADs committee.

He advised that assistive devices i.e. Clutches, Wheel chairs and Tricycles would help members greatly to participate in development activities.

12.0 Status of Project with regard to the objectives, targets and outputs of special interest.

An analysis was made of the current status of the project with regard to achievement of the set objectives with regard to progress indicators and outputs of special interest.

Table 9 Status of project objectives and targets

Objective	Indicators	Situation at Mid-term review
<p>By the end of 2013, UNAPD has developed capacities in advocacy in 12 districts and at national level with in 2 selected areas;</p> <p>a. Accessibility rights with specific focus on the education sector</p> <p>b. Access to existing poverty alleviation programmes being implemented by Government and Non-Governmental Organisations</p>	<p>a. By 2013, at least 10 of the project districts are active with accessibility work.</p>	<ul style="list-style-type: none"> • All the 4 districts visited had obtained training in accessibility work. • All the 4 DAs have accessed trust funds from UNAPD to conduct accessibility awareness campaigns, accessibility auditing. • Lobby meetings had been held with District / municipal engineers on promoting accessibility in public places • 12 schools are being renovated or constructed to standards, being supervised by the district education office and district engineers.
	<p>b. By 2013, 600 individual members have benefitted from existing poverty alleviation programs.</p>	<ul style="list-style-type: none"> • Through formation and registration of groups, members are in position to access funds from existing government programmes such as NAADS, CDD, and Disability grant.

<p>By 2013, UNAPID has strengthened the systems and structures for it's own management and increased ownership to the organization by members ,(District associations, groups and individuals)</p>	<p>c. By 2013 the number of registered individual members has increased from 2000 to 5000.</p>	<ul style="list-style-type: none"> • The DAs continue to register members , and by time of midterm review, the numbers were; a) Arua - 89 b) Kitgum - 66 c) Kiboga - 176 d) Mubende - 90 <p>UNAPD records indicated that the number of registered members has increased from 2,403 in 2011 to 3,897 by December 2012.</p>
	<p>d. By 2013 75% of UNAPD district member associations have fulfilled the condition to participate in the national GA (number of registered members, legally elected board and membership fee).</p>	<ul style="list-style-type: none"> • All the 4 districts visited had held elections and elected their District Executive Committee members.
	<p>e. By 2013 75% of UNAPD district associations have financial systems according to UNAPD guidelines.</p>	<ul style="list-style-type: none"> • The DAs have received training in Financial management done by UNAPD Secretariat • The process is on progress
	<p>f. By 2013, 75% of UNAPD district associations have had at least one face to face contact with UNAPD (staff and board members at local level).</p>	<ul style="list-style-type: none"> • All the 4 Districts Associations had got more than 3 face to face contacts with UNAPD staff and BOD.

Table 10 Status with regard to outputs of special interest

Output	Activity	Situation at Mid-term review
g. (1.1) By 2013, staff and Board at national and district level have the capacity to work with accessibility and poverty alleviation advocacy in an efficient way. Related Activities:	Training of staff, board and 12 districts association in accessibility and poverty alleviation advocacy.	<ul style="list-style-type: none"> National Advocacy plan focusing on accessibility and poverty alleviation developed. All the 4 districts had received training in accessibility and poverty alleviation advocacy
	Meetings with Ministry of Work and Transport	6 meetings held including a joint one with Ministry of Gender on adoption of standards.
h. (1.7) By 2013, UNAPD has built the capacity of members to lobby for their inclusion into the existing poverty alleviation programmes.	Related activities: Training of local leadership in the project districts.	Accomplished. District Association leadership had got training in areas of inclusion in government poverty alleviation programmes.
	Test of different methods to include PWD into programs.	On going
	Partnership with CARE Uganda.	Partnership development with CARE is at advanced stage. A meeting with CARE Uganda held, and their partners at regional level advanced.
	Formation of groups who can use NAADS, NUSAF or some of Cares VSLA groups	Not yet accomplished.
i. (2.4) By 2013, UNAPD has tested sports and other methods that can sustainable promote active participation of members in the districts.	j. Related activities: In partnership with UNPC and DSOD 3 districts will be selected for sports activities, training of trainers and an evaluation workshop.	Two meetings held so far with UNPC and one district (Mubende) selected for sports activities. Mubende district has already started with sports activities that include sit ball, sitting volley ball and wheel chair volley ball. Sports teams have been formed at the Mubende Rehabilitation Centre, and Kalwana Subcounty and Bukuya. Workshop held 4 coaches trained from each of the 3 subcounties

13. Findings from Groups of Nebbi District Association of Persons with Physical disabilities

3 groups in Nebbi were visited to get their impressions in participation in IGAs for poverty alleviation. The groups included the beads group, the soap group and the tailoring group

a) Beads Group

- Have mobilized over 17 members
- Have been trained in making beads
- Have trained 4 other members
- Have acquired business premises through offer made by the LC V Chairman

Benefits of the group to the members

- Have established Drama for advocacy on national days like Womens Day, IDD
- Participating in a radio talk show programme for PWPDS on rights of PWDS aired on Rain Bow Radio. Discussion areas have been on Family issues, health for PWPDS, mobilization of PWDS to access grants, advocacy for employment of PWDS.
- Money obtained from selling beads is helping in meeting domestic needs of the members
- Increased participation of members in social activities
- Mutual support during times of need as the groups work as safety nets.

Challenges

- Limited market for their products
- Shortage of materials i.e. stoppers and vanish
- Competition from other producers
- Maintaining the business premises as the offer made was for six months

Proposed Interventions by the group

- Collective marketing where members bring their products to the show room
- Expanding market to other districts like Arua and Gulu
- Training other members from the subcounties
- Include training the able bodies at a fee – proposed Ushs: 30,000/-

Recommendation

Members need to be trained in branding, packaging, records and financial management to increase their sales.

b) Soap Group

The Midterm evaluation team was informed that whereas the members of the Soap group that were trained have continued meeting, (every Saturday of the week), the project did not take off because of several challenges that included lack of materials. It was also noted that the training had not been thorough to make members start on their own.

Challenges

- Raw materials for making soap are expensive and can-not be found in the local markets in the areas. (Hydrogen peroxide, caustic soda, perfume, colour, palm oil , white powder, soap stock)
- The soap that was produced during the training could not be sold because of it's poor quality.

Recommendation

As the process of making soap seem to be complicated, it would be advisable to identify another enterprise for group members, who are still enthusiastic.

Tailoring Group

- They have a training centre of Nebbi Council of physically handicapped offering training for 6 months in tailoring .
- Have so far mobilized 64 members since 2008 (42 Male, 22 Female)
- They are involved in other activities that include run a revolving fund and Give a Chicken project where 10 members have so far benefited
- The group is registered at the town council and also with the district
- Have 3 trainers, and so far trained 10 female. All the male dropped out.
- Non- members pay Shs: 80,000/- for the training.

Challenges

- Some PWPDs want free things because they feel the institution belongs to them.
- Some of the members are reluctant to bring their children for training
- The centre does not have power, so the members are forced to leave early.
- The centre lacks a designing machine to improve the quality of the product.
- Attracting other funds, since the district asserts that they benefitted from the Special Disability grant.

Proposed interventions by the members

- Venture in selling materials, i.e. uniforms of different colour.
- Publicity of their business using well labeled T-Shirts
- Diversify the business and bring in machines that make sweaters
- Acquire hand machines for members with-out legs
- Promote marketing through display of their products
- Training in entrepreneurial skills

Recommendation

Further training for the group is needed in the areas of Project management, lobbying and advocacy and enterprise management.

14.0 General recommendations made by the members

1. **Extend the project period to consolidate the benefits.** Members observed that the project started late than earlier planned which led to delayed implementation of activities. They thus Request for an extension of one year to finalise all the planned activities.
2. **Training members in fundraising skills.** DA members observed that they needed training in fundraising skills to be able to enlarge their funding base, which would also promote sustainability.
3. **Exchange visit to other areas that are involved in similar programmes.** Members observed that this would help to learn new skills from existing development organizations.
4. **Need to continuously lobby and advocate for PWPDS** to the district local authorities, and also target further councilors representing PWDS at the district and sub county levels for inclusion of issues in the local government planning and budgeting processes and all other development programmes in their areas.
5. **Include budget for monitoring of sub county associations by the DA.** EC Members of the District Association felt there was a gap in follow up of activities at the sub county level, which has also hampered their efforts in having the sub county associations registered. Such follow ups would help them to know what is on the ground in also catalyse the process of registering sub county associations and individual members.
6. **Recruit Field Assistants** in each of the implementing districts to beef up the implementation, monitoring and evaluation of activities.
7. **Use of sports** is a unique strategy that needs to be intensified for mobilizing the membership to rediscover their potentials and be involved in community development activities.
8. **Adopting a programmes approach** has been identified as a strategy for promoting sustainability of UNAPD. The current project approach does not promote synergies and ‘cross – fertilization’ among the different projects being implemented making each an island by itself.

Appendix i **List of Persons Interviewed**

	Name	District	Position	Tel Contact
	Mr. Arthur Blick , Sr	Kampala	Chairperson, UNAPD	0772405185
	Mr. Chandria Goffin	Kampala	Treasurer, UNAPD	0772448572
	Mr. William Kiyingi	Kampala	ED, UNAPD	0772447503
	Mr. Michael Abejoa	Arua	Chairperson	0775254296
	Ms. Ruth Ocokuru	Arua	Vice-Chairperson	0777622836
	Ms. Mary Adakuru	Arua	Treasurer	0774289499
	Mr. Alfred Asiku	Arua	Rep, Terego	0777157717
	Mr. Acema Nalentino	Arua	Rep, Vurra	0775933427
	Mr. Siraj Salim	Arua	Rep, Upper Madi	
	Ms. Alphonsine Buziru	Arua	Rep, Arua Municipality	0772385846
	Mr. Emmanuel Opima	Arua	Youth , Rep	0777480559
	Rev. John Dick Kilama-Lugai	Kitgum	Chairperson	0772960772/ 0753960772
	Mr. Kidega Richard Odochi	Kitgum	Secretary	0788370196
	Mr. Nyeko Wilson Bala	Kitgum	Asst, Secretary	0772390271
	Ms. Doreen Ayo	Kitgum	Treasurer	0775010608
	Mr. Vicent Okot	Kitgum	Information executive	0775293955
	Mr. Charles Ojwee	Kitgum	Labongo-Layamo Subcounty NAADs Co-ordinator	
	Mr. Zacchaeus Ssemuusi	Kiboga	Chairperson	0774331578
	Ms. Hadijah Nambalirwa	Kiboga	Vice Chairperson	
	Mr. Lawrence Kabanda Sekate	Kiboga	Secretary	0782440057
	Ms. Cate Nanyonjo	Kiboga	Woman Rep	0774867874
	Mr. Frank Mugga	Kiboga	Youth Rep	0778410606
	Mr. Augustine Wasswa	Mubende	Vice Chairperson	0774245119
	Ms. Winfred Namukwaya	Mubende	Treasurer	0703760403
	Ms. Regina Nanteza	Mubende	Publicity	0702149032
	Ms. Gorety Namuli	Mubende	Member	0775050532
	Mr. Yasini Walakira	Mubende	Member	0774974003
	Mr. John Bukenya	Mubende	Male Sports Team leader , Kalwana subcounty	
	Ms. Dorothy Nakayiwa	Mubende	Female Sports Team Leader, Kalwana subcounty	

	Mr. Kabali Edris	Kayunga	Chairperson	0772851365
	Ms. Catherine Atusima	Bushenyi	Chairperson	0701880583
	Mr. Everest Muchunguzi	Mbarara	Chairperson	0776387131
	Nebbi Beads Group Wucakowun Judith	Nebbi	Group Chairperson	0779169170
	Nebbi Soap Group	Nebbi		
	Nebbi Tailoring Group – Mr. Onenchan Ronald	Nebbi	Group Chairperson	0783541157

List of Key Informants

	Name	District	Position	Tel Contact
	Mr. Godfrey Alvonzi	Arua	Municipal Engineer	0772543341
	Mr. Dhinya Joseph	Arua	Inspector of Schools, SNE	0772974393
	Mr. Edward Candia	Arua	CDO	0782418108
	Mr. Oryema Titus	Kitgum	Vice Chairperson , LCV	
	Mr. Okello James P'okidi	Kitgum	DCDO	0772890583/ 0703890583
	Mr. Lamakio Celest	Kitgum	DEO	
	Mr. Charles Ojwee	Kitgum	Labongo-Layamo Subcounty NAADs Co-ordinator	
	Ismail Kalamba	Kiboga	DCDO	0772956611
	Mr. Katende Tebusweka	Kiboga	Co-ordinator, District farmers Association	0772560185
	Eng. Joseph Mulungwa	Kiboga	Town Engineer	0777317099
	Mr. Augustine Buliro	Kiboga	District Inspector of Schools, SNE	0772866828
	Mr. Benedict Sekyanzi	Kiboga	District NAADs Co-ordinator	0772697883
	Gregory Nakatanza	Mubende	CDO	0772847540/ 0791726526
	Ms. Maria Ndagire	Mubende	DCDO	0772617274
	Mr. Onegi P. Jenaro	Nebbi	CEO, WENIPS	0772992306