

Danish Association of the Physically Disabled

Mid-term Evaluation

Capacity Building for Sustainable Development Project
Uganda

Final Version

Project collaboration between:

The Brain Injury Support Organisation of Uganda (BISOU)

The Spinal Injury Association of Uganda (SIA)

The Uganda National Action on Physical Disability (UNAPD)

The Danish Association of the Physically Disabled (DHF)

The Danish Brain Injury Association (DBIA)

The Danish Sports Organization of the Disabled (DSOD)

HN Consultants ApS, May 2016

Mid-term Evaluation Capacity Building for Sustainable Development, Uganda

Table of Contents

ABBREVIATIONS AND ACRONYMS	II
1 INTRODUCTION.....	1
2 CONTEXT	2
3 RELEVANCE.....	3
4 EFFECTIVENESS: ACHIEVEMENTS AND SYNERGY.....	6
5 EFFICIENCY WITH A FOCUS ON GOVERNANCE STRUCTURES	18
6 SUSTAINABILITY	22
7 CONCLUSIONS AND RECOMMENDATIONS.....	25

Annex 1	Terms of Reference
Annex 2	Summary of the methodology applied
Annex 3	Proposed Process Action Plan
Annex 4	Programme visit and persons met
Annex 5	Possible targets for fundraising and resource mobilisation
Annex 6	Examples of Trust Fund results tracking framework at district level.
Annex 7	Specific recommendations for the monitoring matrix (separate file)
Annex 8	Overall Budget expenditures (separate file)

Abbreviations and acronyms

BISOU	Brain Injury Support Organisation of Uganda
CBOs	Community Based Organizations
CDD	Community Driven Development
CDO	Community Development Officer
CRPD	Convention on the Rights of Persons with Disabilities
CWD	Children with Disabilities
Danida	Danida is the term used for Denmark's development cooperation, which is an area of activity under the Ministry of Foreign Affairs of Denmark
DBIA	Danish Brain Injury Association
DEO	District Education Officer
DHF	Danish Association of the Physically Disabled
DKK	Danish Crowns
DPO	Disabled Persons Organization
DPOD	Disabled People's Organisations Denmark
DSOD	Danish Sports Organization of the Disabled
ED	Executive Director
ICF	International Classification of Functioning
IDLG	Iganga District Local Government
IEC	Information, Education & Communication
ILO	International Labour Organization
LC	Local Council
M&E	Monitoring and Evaluation
MEP	Membership Empowerment Project
MGLSD	Ministry of Gender, Labour and Social Development
MRC	Mubende Rehabilitation Centre
NAADS	National Agriculture Advisory Services
NGOs	Non-Governmental Organizations
NUDIPU	National Union of Disabled Persons in Uganda
OD	Organizational Development
ODP	Organisations of disabled persons
OPPCDs	Organizations of People with Physical and Cognitive Disabilities
PAP	Poverty Alleviation Programme
PSG	Parent Support Groups
PGT	Peer Group Training
PWD	Persons with Disability
SHG	Self Help Group
SIA	Spinal Injury Association of Uganda
TOR	Terms of Reference
UNAPD	Uganda National Action on Physical Disability
UPE	Universal Primary Education
USDC	Uganda Society for Disabled Children
USD	United States Dollars
UPC	Uganda Paralympic Committee (same as UNPC)
VSLA	Village Saving and Loan Association
WHO	World Health Organization

EXECUTIVE SUMMARY

- 1. Background:** The Project titled “Capacity Building for Sustainable Development” has been under implementation since January 2014 and is scheduled to conclude in December 2017. It has a budget of DKK 13.2 million. After several years of collaboration between Danish and Ugandan partners, this Project is the first joint initiative between six partners. The three Ugandan partner organisations are the Brain Injury Support Organisation of Uganda (BISOU), the Spinal Injury Association of Uganda (SIA) and the Uganda National Action on Physical Disability (UNAPD). The three Danish partner organisations are the Danish Association of the Physically Disabled (DHF), the Danish Brain Injury Association (DBIA) and the Danish Sports Organization of the Disabled (DSOD). The Project focuses on the promotion of empowerment of the three Ugandan organisations and their individual members, as well as organisational development and advocacy. As planned in the Project Document, a Mid-term Evaluation was carried out during the months of March and April 2016. The Team interviewed relevant stakeholders at national level and in a sample of six districts. The objective of the Mid-term Evaluation is to assess the results achieved and carry out an assessment to find out whether the Project is moving in the right direction according to planned targets. The Mid-term Evaluation assessed the relevance, effectiveness, efficiency and sustainability of the Project and provided recommendations for adjustments.
- 2. Relevance.** The Evaluation found that the Project is highly relevant to the needs of Persons with Disabilities (PWDs) and the capacity building of PWD organisations. At individual level, support to sensitization and awareness has been important as a means by which to overcome the general invisibility of PWD, as noted in interviews with district authorities who had been less aware of needs specific to PWD. The Evaluation Team also found that the focus and approach to empower PWD had been relevant, including the use of Peer Group Training & Self-help groups as appropriate methods for empowerment. Other methods considered pertinent are organisational development, the formation of Parent Support Groups (PSG) for Children with Disability (CWD) and the material used for training of teachers on how to attend to CWDs (the so-called child-to-child approach, based on a manual). An important finding has been that the implementation of joint training between the three different disability organisations is considered relevant by members who have participated. They also state that the Project does not respond to the immediate demand for livelihood activities. The Team acknowledges that the strategy based on capacity building for organisation and advocacy will only facilitate access to resources in the medium and long term (for example through access to government programmes). The Team noted that some of the new skills regarding advocacy have only recently begun to be used. However, the Team does not find that the overall capacity-building strategy should be changed. One option may be to emphasise training in savings (such as Village Savings and Loans Associations (VSLA) schemes), which serves both as a mobilising activity and provides the possibility for engaging in livelihood activities.
- 3. Effectiveness.** Overall, the Project has improved collaboration, trust and support among the three organizations. New members, particularly those in BISOU and SIA, have engaged in Project activities, and there are clear expressions of enhanced self-esteem among participating members in the districts visited. In addition, the Team also saw examples of improved services to PWDs as a result of advocacy activities, although the practice is as yet incipient. Regarding the first Project objective – improved quality of life of PWD through personal empowerment – the Team heard testimonies of improved lives in areas of health, access to education, individual self-esteem, and so on. In Kiboga, for instance, it is reported that over 200 patients a week visit the brain injury clinic in the district hospital. In the four districts where sports have been promoted, there is significant mobilization and visibility of PWDs. Likewise, there is an enhanced recognition of attention to

concerns of PWDs by district authorities in all the six districts visited during the review exercise. With regards to the second objective – functioning of district associations – the Team has noted examples of functionality and organizational development (OD) of district associations, elections of leaders have been organized, constitutions are in place (e.g. BISOU provided a template of its constitution to its district associations) and associations have recently begun to be active in advocacy activities at district level. It should be mentioned that despite good progress, new associations (BISOU and SIA) need continued activities in order to consolidate visibility in the districts and counties.

The Team finds progress regarding new members very satisfactory. All three organisations are close to meeting their targets for the full Project period. BISOU has increased its number of members from 270 to 950 (the target is 1100 members); SIA has experienced an increase from 500 to 755 members (the target is 800 members), and UNAPD has seen the number of members climb from 4000 to more than 5800 (the target being 7000). The Team received a list of names with members from the district and was, with a few exceptions, able to confirm that the persons listed were still members. The total sum of membership fees is still not very high, and there is a need to focus on this issue. The Sports Committee has introduced the principle of distributing T-shirts (donated by Denmark) to those who have paid their membership fees. The Team finds this to be an interesting and good initiative to stimulate payment of membership fees.

The Evaluation Team was asked to provide specific comments on the **advocacy** work being carried out. We are of the opinion that access to the trust fund is commendable, which serves as an incentive to stimulate and test organization as well as the preparation of proposals in districts. Association members in districts noted that training regarding the trust fund is much appreciated. However, as concerns advocacy itself, activities at local level are still few, while obstacles are many: in general, funds in government programmes are limited and some of the guidelines do not favour PWDs. For example, the Youth Livelihood Programme provides support to groups at community (village) level, but not for the entire district. Since PWDs are scattered throughout a given district, the number of PWDs eligible to benefit is small. Likewise, despite the training, some of the PWDs still need more information on how to apply. There may be a need for further coaching by national staff or other methods of capacity-building, such as the use of recorded messages (video/audio clips, testimonies), etc. At national level, UNAPD continues to promote access, based on experiences from previous projects. The Ministry of Education, Sports, Science and Technology has accepted inputs regarding the design of latrines constructed at Kyambogo Primary School; these are being tested and UNAPD is continuously engaging the Ministry to ensure that the adopted designs are part of the drawings approved by the Ministry for constructing accessible latrines nationwide. Likewise, the Ministry of Works is currently finalizing the Building Control Code and Regulations for which UNAPD provided the input. It will be important to follow up on this. Originally, this follow-up was conceived as a joint effort, and SIA is likely to have a strong interest in being active regarding this issue.

The Project recognizes the importance of building synergy (through collaboration and linkages), and the Team found the joint training between BISOU, UNAPD and SIA as good for creating such synergy. Sports activities have also led to additional collaboration between the organisations. Having said that, there are only few other joint activities being carried out. The Project may attempt to stimulate the carrying out of additional joint activities.

- 4. Efficiency.** The Team noted that, as is often the case when many stakeholders work together, the joint Project has a rather complex set-up. From the outset, the Project faced several challenges,

especially two turnovers of UNAPD's executive director. Today, it is the Team's impression that the relevant stakeholders are satisfied with the existing structures. Regarding collaboration between Denmark and Uganda, all parties have stated the importance of good communication flows. SIA has expressed the need to have a direct partner in Denmark. For the Ugandan partners, delays in financial transfers have been an issue that has affected implementation. For their part, Danish partners acknowledge this issue but have also indicated the need for timely and correct financial planning and reporting. To facilitate communication, it is good that DHF has taken the initiative to engage a part-time representative in the country.

In order to make the monitoring and evaluation more efficient, the Team reviewed these activities. Most indicators can be maintained, but expectations for their status should be modified, so it is clear what the contribution from the Project is and to what extent some targets depend on other factors beyond Project control (e.g. the political will of district authorities). Therefore, there is a need to make some slight adjustments and propose changes. Indicator status should not be a "log-frame exercise" only, but rather trigger discussions on how to improve advocacy.

With half its planned life-cycle expired, the Project has spent approximately half of its funds, so in general expenditure is on track. However, there are significant differences among the three Ugandan partners, ranging from (apparently) having spent almost all of the money assigned to the organisation to having spent only 1/5 of the budget. There is a need to further clarify the reasons for this and clearly financial management should be strengthened. The Team noted discrepancies concerning expenditures in cases of two of the organisations. Further, there are doubts about whether annual proposals for adjustments have or have not been approved in Denmark. Too much has already been spent on some of the results, compared to the provided approved budget. For example, almost all funds assigned to national advocacy have been spent, but expected results are yet to be achieved. In particular, there is a need to satisfy future demands coming from SIA, since it is only now becoming clear that they have spent more than what was planned for.

5. Sustainability. The Project has already built some capacities, and the Team expects these will be maintained in the future. Examples include: i) individual empowerment; ii) organisational development; iii) how to save money (this is a low-cost activity). However, a number of activities will continue to require resources. For example, at district level, the cost of mobilisation and holding of meetings; at national level, the cost of staff and doing advocacy at national level. The organisations have already initiated important fundraising efforts, some of which look very promising. Notwithstanding, there is still dependence on Danish funds. In order to have sufficient time to adopt a broader fundraising strategy, while consolidating work with the districts, the Team finds that a second phase will be necessary in this Project.

6. Recommendations. The Team has prepared ten recommendations. These are presented below in summarised fashion. The full formulation can be found in the section titled "Conclusions and Recommendations" (in section 7 of the main report).

1) The partners should strengthen financial management and monitoring.

2) The partners need to attend to expenditure issues such as over- and under-expenditure of certain budget item lines. Information on this is expected to be made available during April and May 2016, so as to clarify the situation. Solutions are to be found in May 2016, once the partners know all the data.

3) M&E: i) once a year an Annual Report with all indicators should be prepared; ii) a few unclear indicators should be scrapped; iii) The DHF representative should prepare a separate report where he can provide data analysis based on the monitoring – which may in be input for advocacy.

4) Prioritisation of activities: there should be an increased focus on national advocacy. Inputs from districts experiences on e.g. access to government poverty alleviation programmes should be used for the purpose. An analysis of the government budget for poverty alleviation programmes and their priority of support to PWD should be carried out.

5) Health: The project should continue to promote that health service duty-bearer become engaged in solving primary health issues. National advocacy regarding availability of drugs can be carried out vis-à-vis the Ministry of Health.

6) Training approach: i) it is important to introduce practical, hands-on advocacy at district level. National staff may coach members in the districts and participate when they carry out advocacy activities; ii) it will be important to compile training material on joint issues and ideally prepare a single training package for district use for each of the organisation's needs. Training in future districts may even be carried out by representatives from already trained districts.

7) Sports: It is a good practice to combine savings/ sports, since it stimulates organisation. It could be considered to provide more information on organizational development to groups of persons involved in sports who want to get involved in additional activities. Further, it should be considered to expand sports to other public spheres (for example, demonstrate PWD's sport skills in schools).

8) Strategies: when preparing the organisations' new strategic plan, it should ideally include the advocacy strategy. The Project could support such preparation of strategies within each component. Joint advocacy should take place not only between the three organisations, but be coordinated with the umbrella National Union of Disabled Persons in Uganda's (NUDIPU) activities.

9) Fundraising strategies need to be prepared. These should also link up with NUDIPU's fundraising activities, whenever relevant, as a way to avoid, to the extent possible, competition among disability organisations for funding from the same donors.

10) A second Project phase should be prepared in order to ensure the sustainability of all activities. The Evaluation Team has noted that DHF is investigating possibilities for identifying a direct partner for SIA in Denmark, upon request by the Ugandan organisation. Such a new Danish partner could be included in the preparation of the aforementioned second Project phase. A new Project will consolidate the current districts where the partners operate and possibly include a few more. A model for training, including empowerment, organisation development and advocacy should be prepared for possible new districts. A few new themes, such as a clearer focus on women's rights, may be included. In addition, the inputs provided in this Report regarding a new phase (in the sections on sustainability and conclusions) may serve as inspiration for the Project's future development. A number of additional suggestions is presented in the report (section 6), including specific recommendations for support to sports activities.

1 INTRODUCTION

The Project titled “Capacity Building for Sustainable Development” has been under implementation since January 2014 and is scheduled to conclude in December 2017. It has a budget of DKK 13.2 million. After several years of collaboration between Danish and Ugandan partners, this Project is the first joint initiative between six partners. The three Ugandan partner organisations are the Brain Injury Support Organisation of Uganda (BISOU), the Spinal Injury Association of Uganda (SIA) and the Uganda National Action on Physical Disability (UNAPD). The three Danish partner organisations are the Danish Association of the Physically Disabled (DHF), the Danish Brain Injury Association (DBIA) and the Danish Sports Organization of the Disabled (DSOD). Among these, DHF is the lead organisation. The Project is expected to contribute to the following objective: *“People With Disability (PWD) in Uganda have attained independent lives – i.e. are mobile, are recognized as full citizens by society, have access to government institutions and services, have a livelihood – and their organizations are a united, respected and legitimate voice in society advocating for PWD rights and interests.”* The Project has three immediate objectives:

- By 2017, six thousand PWD in 25 districts have improved their quality of life through personal empowerment (6000), access to education (120), health (1500) and poverty alleviation programs (1300).
- By 2017, 29 BISOU, SIA and UNAPD district associations are functioning transparently, democratically and efficiently, and are actively pursuing self-defined advocacy, membership empowerment and resource mobilization goals.
- By 2017, SIA, BISOU and UNAPD at national level are functioning transparently, democratically and efficiently, carrying out established district intervention strategies for organisations of disabled persons (ODP). In addition, they have established common policy platforms on vital issues, and either have financial independence strategies in place (BISOU, SIA) or are advancing significantly in that direction (UNAPD). Partner organizations of people with physical and cognitive disabilities (OPPCDs) are engaging with at least three other national OPPCDs.

The Project is designed to promote empowerment at individual, local (district) and national levels. It promotes the organisational development strategies of the three organisations at district level, as well as advocacy towards duty bearers at district and national levels. Support is provided by means of five components. Each of the three organisations is in charge of a component; there is a joint component in support of common activities (i.e.) joint training, and finally a trust fund for the districts. In addition, sports activities are promoted in four districts. Through the Project, BISOU and SIA operate in new districts (BISOU in eight - originally nine - and SIA in four). UNAPD supports four new districts and still provides support – although much diminished – to another 12 districts which received support from a previous project. The Project is managed through two steering committees, one of which is in Denmark and includes the Danish partners, while the other operates in Uganda with the local partners. In section 5, this set-up is explained in further detail.

As planned in the Project Document, a Mid-term Evaluation was carried out during the months of March and April. A Team of two external consultants was hired for this purpose and visited Project sites from 11 to 22 April 2016. This Draft Report presents the Team’s findings. Its structure follows the key issues set forth in the ToR for the Mid-term Evaluation, namely: relevance, effectiveness, synergy, efficiency and sustainability.¹ The Team wishes to thank all persons it met with, including partners and staff, who facilitated meetings and provided valuable information for this Mid-Term Evaluation. The conclusions and opinions are those of the Team and do not necessarily reflect the opinion of the partners in Denmark and Uganda.

¹The main report does not intend to present all the partners’ activities, although some of these are related to specific partners: for example, BISOU is active on the organisation of self-help groups, promotion of access to drugs, and boccia. SIA works with peer Group training and sub-county organization. In general, the Mid-term Evaluation is based on samples of information from districts.

2 CONTEXT

Disability remains a significant development issue at international and national level. Based on the ICF definition of disability, that is, “a complex phenomenon, reflecting the interaction between features of a person’s body and features of the society in which he or she lives” (WHO, 2002), 19% of the Ugandan population are estimated to have some form of disability (Uganda Bureau of Statistics and ICF International 2012). These figures could however be an underestimate, due to the general limited data collection systems in the country, and constraints in disability reporting. Among the common disabilities include, loss of limbs, spinal problems, sight impairment, speech impairment, and Intellectual disabilities. Common causes of disabilities are chronic diseases, injuries, mental impairment, malnutrition, HIV/AIDS and other communicable diseases.

High political commitment at national and local government levels have marked Uganda’s response to the issues of disability, and the country has been praised as one of the champions in Sub-Saharan Africa for advocating the rights of persons with disability. Government response has mainly been incorporation of the PWD rights in the national legal and policy frameworks.

Uganda signed the Convention on the Rights of Persons with Disabilities and its optional protocol on 30 March 2007 and ratified both instruments on 25 September 2008 without reservations. Moreover, the 1995 constitution of the country directly provides for PWD. The constitution recognizes their rights, respect and human dignity, and article 21 provides for equality and prohibits discrimination against PWD. Other specific laws include the **People with Disabilities Act** (2006), which also includes provisions for the elimination of all forms of discrimination against people with disabilities and favours equal opportunities. Likewise, the **Local Government Act** (1997) provides for, among other things, the representation of disabled people at the various local council levels. The **National Council for Disability Act** (2003) monitors and evaluates the rights of persons with disabilities as set out in international conventions and legal instruments. A **National Policy on Disabilities** was drafted in 2006 and provides a rights-based framework for responding to the needs of persons with disabilities. The **Universal Primary Education Act (UPE)** makes it financially possible for families to send their disabled children to school by providing free primary education to four children in every family, including any disabled children, while government also provides free health care services in its public health facilities.

Conversely, the Uganda government recognizes persons with disability in its development programmes. This country’s commitment towards persons with disabilities is further evidenced through the government introduction of programmes targeted at improving socio-economic opportunities of vulnerable populations including PWD. Most specific is the special disability grant, aimed at supporting socio-economic development and employment opportunities for PWD in districts. There is a specific ministry in charge of disability issues, namely the Ministry of Gender, Labour and Social Development (MGLSD). This is the lead ministry for coordinating support for persons with disabilities and is also responsible for distribution of the Special Disability Grant to all districts and for a pilot project on social protection grants to PWD and the elderly.

Government responses to disability issues are complemented by responses from the community and NGOs. The government’s open policy has encouraged establishment of several civil society organizations that promote the rights and well-being of PWD. The main voice of PWD the National Union of Disabled People Uganda (NUDIPU), the umbrella body representing PWD in general (different categories). NUDIPU is considered the main dialogue partner of the government and international development partners in all issues related to PWD at both national and local level. The

disability movement in Uganda is generally significant and expanding, including formation of specific type of disability associations and associations for women. Female-specific disability groups managed by women have been established including the National Union of Women with Disabilities of Uganda (NUWODU). Studies show that these groups have undertaken activities such as training and advocacy for economic empowerment for persons with disabilities including access to micro-credit programmes (ILO, 2004). Moreover, NUDIPU has been internationally active within the East African region providing advice to disability groups in countries affected by war including Somalia, Sudan, Rwanda and the Democratic Republic of Congo, according to Lang & Murangira, *Disability scoping study: Commissioned by DFID Uganda* (2009).

Despite the government and civil society interventions, persons with disabilities in Uganda have been and continue to be profoundly affected by the social and general well-being consequences of their physical and psychological conditions. While government has instituted important laws and policies in terms of ensuring legal rights for persons with disabilities, implementation remains a challenge. In particular, there are gaps in mechanisms to ensure enforcement of existing legislation in Uganda.

3 RELEVANCE OF STRATEGIES AND METHODS

Background

The project's focus and approach to improve the rights and well-being of persons with disabilities is relevant to the key national policies and the objectives of the three partner organizations. *"It supports the education policy of all-inclusiveness"* (Iganga District Education Officer). Moreover, the national policies recognizes civil society organizations NGOs, Faith-Based Organizations, Community-Based Organizations, Private Sector Organizations, and Associations of Persons with Disabilities as partners in improving in lives of persons with disabilities.

The Project applies several strategies to reach the goals presented in the introduction, namely those of each partner, for the purpose of building as much ownership as possible. However, the main strategic line in this Project goes, as expressed, from bottom to top: work is done with duty-bearers to obtain rights and improve lives (objective 1) by building strong organizations able to conduct advocacy (objective 2 and 3). This strategy is also inspired by the so-called 'change triangle' used in many Danish disability movement projects, where, to put it briefly, support is provided for (i) strategic services that help consolidate (ii) organizational development; once achieved this in turn leads to improved advocacy and (iii) improved advocacy then leads to better services provision to PWDs. However, in this case the partners have chosen to organize the matrix of results along lines of degree of impact: individual empowerment, local empowerment, and national empowerment. The structure of the three levels seems logical and the main activities have been organized in a clear manner, in accordance with these and the stated objectives.²

The main method whereby to achieve empowerment, transparency, internal democracy, resource mobilisation and other aspects described in the objectives is by facilitating new skills, mainly through training. The Team has noted several areas of training which cover both the individual, district/organisational and national level, including the following: group formation and group dynamics (both SIA and BISOU work with Self-Help Groups and Peer Help Groups; UNAPD works with District Associations); duties, rights and responsibilities of members in a group; organizational

²It should be noted that often the term "empowerment" refers to individuals and groups, while what the Project indicates to be "empowerment" at organizational, district and national levels would often be called "organizational development" and "capacity to carry out advocacy work."

development; leadership; democracy; community mobilization; lobbying and advocacy; writing of proposals; communication; and basic financial guidelines and management. Regarding the specific sector demands, training to teachers is provided on how to attend the needs of children with disabilities. With regards to the type of sport people practice in four of the districts, training is provided in eight disciplines for those interested in sports (the trainers have themselves been trained by national coaches). Future plans include further training at village savings and loans associations.

Overall conclusion on relevance. The Team finds the Project strategy highly relevant as regards building capacity at the Ugandan disability organisations. The methods employed in creating awareness and sensitizations are pertinent to the needs and concerns of the target groups that have heretofore been almost invisible. *“The way we were doing things we were blind. But these people have opened our eyes. They have involved us in meetings and have taught us” (District Health Officer Iganga)* That said, the Team has some considerations on how to strengthen the training in order to make its application more effective, especially as regards advocacy. These are presented below.

The Team has noted that the target group expresses demands related to service delivery (e.g. income-generating activities). However, while the demands for livelihood support are relevant, the overall Project strategy of promoting empowerment, organisational development and advocacy should be maintained. The Project needs to consider the use of advocacy skills and building stronger organisations as the main point of entrance for accessing services from duty bearers, which the Evaluation Team admits will take a longer time. In addition, in the coming months the present activities – if combined with the trust fund and training in savings strategies – may provide an opportunity for establishing stronger links through skills development that can also contribute to achieving tangible results for the target group. This assessment takes into consideration that several members of the target populations as well as duty bearers have been mobilized.

Findings on training methods

Training is a key strategy being used by the project to transfer skills and build the capacity of the three organizations and their members. Training activities have progressed successfully where several themes and topic have been covered. In fact, almost all members interacted with during the Mid-term evaluation acknowledged undergoing some form of training. Training activities include direct knowledge and skills transfer as well as training of trainers. The organization and conducting of the trainings is both at national (involving the three organizations) and specific organizational level. Among the trainings conducted at national level include: Proposal writing to access the trust fund, Organizational development, Monitoring and Evaluation, decisions making, advocacy agenda and stories of change among others.

While the training adviser (who is also working half time as DHF representative in Uganda) leads in conducting of national level training, in some cases facilitators are outsourced, enabling utilization of skilled persons for specific topics. The national level training activities, which bring together the members of the three organisations, are an opportunity for strengthening partnerships and linkages. Moreover, some of the facilitators come from the districts where the project is implemented, such as community development officers, education officers or skilled members of the associations.

Determination of themes for training is demand driven, where training needs are identified during meetings and thereafter a particular training is conducted. Often times the DHF representative identifies and adapts existing training tools for the respective training activity, which avoids re-inventing the wheel. Moreover, the adaptation of the tool is necessary to ensure that the context and content are relevant. While the evaluation team did not observe delivery of trainings, the materials reviewed were

generally comprehensive, and tailored towards the specific objectives, concerns and needs of persons with disabilities and the three organizations. With the help of a consultant from Denmark, the training advisor (and DHF representative) with participation of members from the three organizations developed a manual on Organizational Development (prior to the project). The evaluation team observes that the manual covers a wide range of important aspects of organizational development including promoting participation, leadership skills, democracy, team building, and information management among others. The manual also include a guide in facilitating a training (being a good facilitator, etc.), making it an important reference material since the three organizations also undertake own independent trainings. However, it was not clear if the content can be covered in the specified days). There are fifteen modules with an average of 3 topics per module, which would perhaps need some substantial time for their coverage or to be delivered in a phased manner. At the moment, the modules of OD trainings are selected as per the specific training needs identified by members and are, to the extent possible, held in sequence.

In addition to the national level trainings, the respective organizations that is, BISOU, SIA and UNAPD also deliver specific trainings to their members in districts. For example, BISOU reported training its members on issues of managing persons with brain injuries, while SIA conducts Peer Group Trainings to its members with respect to handling everyday issues related to spinal injuries such as bowel and bladder management. On the other hand, UNAPD will initiate trainings in savings in the project districts. In general, training has progressed successfully and the Evaluation Team has noted the following issues in some of the examples of training carried out among the different organisations.

- The **“child-to-child participation approach”** is based on an excellent manual whose preparation was financed by, among others, the Uganda Society for Disabled Children, Able ChildAfrica and child-to-child trust. It has also been used in previous training activities and is helpful when training teachers to inform about CWD rights. For example, the Team observed that in the district of Lira, both teachers and district authorities acknowledged more attention was being paid to CWD. Several cases were described as evidence of improved retention of CWD in schools, as a result of this effort. Reportedly, parents are also empowered by forming support groups intended to influence school authorities in relation to attention to CWD, which in turn increases the possibility of going and staying in school. The training is the first step, while thereafter the idea is to establish guidelines on how to attend to disabled children, something which can be done by using part of the aforementioned guide. In an interview with the Team, the district education staff in Lira expressed openness and willingness to discuss the introduction of such guidelines. However, the Team considers that a simplified format for the guidelines should be prepared based on the manual, so that it will be easier for schools to adapt to it. In addition, the Team has learned that a national process is on-going on how to establish the child-to-child as a mandatory Teachers’ handbook. This is a good opportunity for the three Project organizations to lobby and have an input, for incorporation of their ideas and concerns in the manual.
- The **Peer Group Training** of SIA implies some of the more experienced SIA persons train others in life skills of how to manage the person’s disability in “everyday life.” The training and organisation of the target groups in peer groups was lauded as very relevant in facilitating dialogue and mutual sharing of experiences within the target groups. It creates a sense of solidarity and identity rather than being isolated individuals. Many informants acknowledged improved quality of lives, including better hygiene, self-confidence and self-esteem, as well as independent living as benefits from PGT.
- BISOU’s support to establishing **self-help group** includes very relevant issues, such as group formation, community mobilisation, duties and rights group members, among others.

- There has been joint training on strategy **mainstreaming of PWD in poverty alleviation**. In practice, this training has included information on access to different government programmes (see the section on advocacy, below). Linked to this, there has also been training in the writing of proposals to access trust funds set up by the Project, and which would finance among other things, advocacy or skills development.

The training is characterised as being of very good quality by the persons involved and has been participatory and interactive. Some of the training is gradually being applied (e.g. themes from organisation development on how to build a democratic branch). However, there have been obstacles when attempting to undertake advocacy activities.

As mentioned above, it has been observed that the **training on savings** - either carried out by other stakeholders but also promoted by the Project - has significant potential in terms of a direct impact on the lives of PWD, and keeping them together as a group. Some groups such as SIA Iganga and BISOU in Kiboga and Lira, as well as the groups engaged in sports, have already adopted the savings activities³, and expressed optimism with regard to the scheme. The Team noted that it is only in the coming months that the Project will initiate training sessions on savings in a systematic manner.

The **joint training** has been highly appreciated by the target group and it is hoped that this methodology be continued. The joint training activities were favourably described as an opportunity for the Project to strengthen solidarity (among the three organizations) as well as linkages with other agencies, including the districts where facilitators come from. However, there are still a few examples of joint actions after the training. Nevertheless, as presented in the section on achievements, there is joint knowledge and understanding, and trust and respect seem to have been established.

The Team found that in many cases the Project has adopted and adapted already existing and tested training materials. This the Team finds to be appropriate and cost effective, instead of investing resources in developing new materials. Having said that, the Team also finds that because of the nature of the Project – with many stakeholders involved – there is a danger that the training material is not being compiled by the stakeholders. The training adviser may play a role in ensuring that all organisations gain access to a joint compendium of training material which the organisations can use in the future. The turnover of two EDs early in the Project’s life also implies a further need for consolidation of all tools and methods so they become institutional and not just “linked to specific staff.” Ideally, all three organisations should have access to training material so that a “training package” can be offered to future districts – or as an alternative, let already trained districts “adopt” new districts and train them in the future.

4 EFFECTIVENESS: ACHIEVEMENTS AND SYNERGY

4.1. Background

As mentioned, the Project operates with five components, including one for each partner, a joint budget item line for activities (including trust funds) and a sports component. A total of 48 outcomes (results indicators) have been formulated for the Project and 15 indicators have been formulated at objective level. Each of the components contributes to specific outcomes, and the organisation in charge of measuring it is called the “owner” of the outcome. UNAPD also follows joint and sports activities.

³ The idea of the savings activities is borrowed from an earlier MEP project at UNAPD.

4.2. Overall conclusion and findings regarding achievements

At an overall level, the Team has identified that the Project has contributed to improved collaboration, trust and support among the three organisations. At national level there is steady improvement in the coordination, management and implementation of the Project among the three partners. During this last year, the functioning of the Steering Committee/Sports Committee has also improved ownership of the Project by the three partners. Joint training has contributed to the feeling of togetherness at district level and created possibilities for joint actions. *“BISOU has helped me as a parent. I used to look at my situation as a punishment. But now (through training) I have learnt many things, such as making table mats and other crafts. I have discovered new friends; even this girl (with brain injury) has got new friends”* (BISOU member Iganga).

New members have been involved in relevant activities, especially from BISOU and SIA. Registration of eight BISOU branches at district level and some self-help groups within the district as community-based organizations implies that the number of members has quadrupled, while SIA’s sensitization campaigns have resulted in a 50% increase in its membership. The increase as such may not be an end-goal, but it contributes considerably to all three Project goals of individual empowerment, district empowerment and organizational development, and thus creates the foundation for a national organization.⁴

Regarding empowerment at local level, the Team received very clear expressions of increased self-esteem and enhanced involvement in community and other social activities by persons who before the Project were leading a passive life, entirely as dependants.

“I am a living testimony, where they picked me and where I am today. Hygiene, using a wheel chair, all I can manage now. I did not even realize that I am supposed to go out and look for food. But now, I can move alone to many places. I re-started school and I am now in senior six. I am empowered, I know my rights, it’s a matter of acceptance” (SIA member Lira)

Regarding empowerment at district level and organisation development, the Team has noted examples of advocacy activities being undertaken, as well as improved access to services such as improved availability of essential drugs for brain injuries and access to resources from some government development programmes. Communication through links with local radios has created awareness about the new organisations (e.g. SIA and BISOU). For example, regarding BISOU, information has been provided on acquired brain injury as a form of disability through radio talk-shows, mentions by presenters, Information Education and Communication (IEC) materials (such as brochures), banners, magazines, documentaries, sports activities, advocacy meetings and so on.

At district level, new branches of the three organisations have been supported in their organizational development efforts.

“People did not know what SIA was. But last year after receiving Trust Fund money, we conducted radio talk shows and many people are calling to find where we were located” (SIA, Lira)

⁴ The rapid membership increase is quite impressive. However, it is not possible to know whether members will stay on for a longer time. This all depends on how each of the three organisations can involve them in activities. While the team finds that there is capacity to register members, it is important to think of ways in which to retain them. The sports committee’s idea of providing small benefits for members is good, and can be used as long as there is a possibility for offering a benefit, either as it is done now (services through sports, T-shirts) or by being an efficient advocate for their rights. Being an advocate could be, for example, getting school authorities interested in sports activities, so that the sustainability of sports activities will increase.

The Team observed how district level branches implemented what they had learned to formalize their organizations, such as electing boards, developing constitutions, own bank accounts and registering at district level. Some of the new self-help groups within the district from e.g. BISOU have registered as community-based organizations. Sports members in all three organisations in the MRC in Mubende have likewise registered as a CBO. Meanwhile, sports activities have been very successful as regards mobilization and attracted new members, In Busia, for example, they have a spin-off effect, involving these newcomers in savings schemes.

On the other hand, the capacity to write proposals has been tested and several district level organizations carry out or are in the process of receiving funding for small projects from the joint Project trust fund. UNAPD has promoted access to education (districts and sub-county school infrastructure), as well the retention and enrolment of children with disabilities. The general observation is that the overall status for Project indicators is slightly behind schedule. However, in some cases the plan is to intensify activities in the coming months/coming year. Therefore, it may still be possible to reach most targets. The targets for joint advocacy (empowerment at national level) are the ones most notably behind schedule, which is why related activities are planned to be carried out in the coming months. There is a potential to improve the use of networks for national level advocacy, for example NUDIPU, where the three organisations are already becoming a strong voice (BISOU and SIA are only associated, but individual members are already very active). The Evaluation Team also recommends more emphasis be placed on evidencing and documenting achievements in the remaining period.

4.3. Key examples of results and achievements: field visit and indicators

In what follows, the results and achievements will be presented in two ways. First are qualitative and quantitative impressions from our **field visits** to districts and visits at national level, at which the three partners both carry out individual components and joint work. Second, we present the achievements for **selected indicators** related to each of the components and under each of the three Project objectives. By doing this, we hope to obtain both a more holistic view on what progress looks like, especially at district level, while simultaneously providing a systematic assessment of the indicators presented in the Programme Document.

4.3.1. The Field Visit

The Evaluation Team visited six districts, where the Project has had different interventions. These were: Iganga (where SIA and BISOU have promoted new branches), Busia (where sports have been promoted by UNAPD and SIA and BISOU branches have been established), Mubende (where sports have been promoted with UNAPD and in a few sub-counties; it also represents a district where UNAPD carried out a previous Membership Empowerment Project), Kiboga (where the focus has been on access to health for BISOU members), Kabarole, where SIA activities are carried out and finally Lira where all three organisations are being supported. A number of criteria were applied for this selection (see annex 2 for details). The Evaluation Team noted a number of achievements, as follows:

Related to Project objective 1 and 2 (individual and local empowerment):

- Empowerment at individual level is evident, as testimonies of several members indicate. There is a marked difference between “before” – isolated, poor health, low self-esteem and “now” – organised, focus on health and self-esteem developed even to the point of sensitising others. In both **Iganga** and **Kabarole** the sensitisation of individuals seems to have created an important platform for the organisation, with priority placed on piloting in selected sub-counties (three in Kabarole). In Kabarole, district authorities had acknowledged that PWD were more organised.

- *“We had never received money from the district for special grants because they did not know us. But now they know us”* (SIA member Kabarole). The training tools are in the process of being applied; however, some are in a more mature phase than others (Please see comments on advocacy, below).
- There is good evidence that sports have in fact created significant visibility and attracted new potential members to the organisation. For example, in **Busia**, 249 persons active in sports activities promoted by UNAPD are in the process of becoming members. At present, there are only 153 members in UNAPD. Also, of the 22 SIA members, eleven participate in sports. Twenty of BISOUs first 30 members participate in sports. The Team is aware that the figures are approximate since some participate in sports some, but not all of the time. In Busia, sports activities are initiated with the use of savings.
- In **Mubende**, approximately 110 persons are active in sports. They are distributed over eight different sports disciplines and it was indicated that soccer and sitting volleyball are the most popular ones (30-35 in each sport), while with additional members active in athletics and wheelchair basketball; these last two groups face difficulties due to lack of equipment. A CBO has been created, establishing possibilities for further fund-raising. Savings take place among members (e.g. SIA-members already having collected 350,000 Ugandan shillings).
- The Team observed that sports activities where implemented have in fact contributed to attracting new members. Cut at April 2016, there are 84 members in Mubende district and 74 in the Busia district. This is lower than the number indicated as being active in Mubende (which was 110) and in Busia, where - as above mentioned - a figure as high as 249 active in sports was estimated. So while sports do contribute with new members, not all participating persons can be said to be registered association members. Nevertheless, some of them are in process of obtaining membership.
- In **Busia**, SIA members have already had tangible results from savings, having collected and managed savings sufficient to pay for the school fees of their children, make improvements to their home or initiate a small business

In **Kiboga**, support to BISOUs has also meant a direct focus on health issues. There has been strong advocacy on the issue of access to health services including drugs. A weekly Brain Injury clinic was established in the District hospital. Every Friday, around 200 persons attend, making it a routine clinic for people with brain injury.⁵

“The hospital authorities told us that the medicines were there, but there were no patients; and we told them that the patients are there but there are no medicines. We started with 30 patients, but now we get as many as 200 patients every clinic day” (BISOUs member Kiboga).

Awareness-raising is takes place at the clinic as concerns brain injury (what to do when accidents occur and how to deliver home care). People come from beyond Kiboga to visit the clinic, meaning that a considerable number of persons are benefiting. While this built from a previous project by another organization, which operated an outreach, BISOUs enabled continuity and facilitated mainstreaming of the treatment services from in the district and hospital services, which more sustainable.

In **Lira**, BISOUs sensitisation involved the church, where priests had been contacted. They then requested from churchgoers that they contact BISOUs if they knew of persons with brain injury. Also, the work regarding access for children with disabilities has worked well. Together with the NGO Uganda Society for Disabled Children (USDC), a total of seven schools have held teacher training

⁵ The figure was reported by the health worker we interviewed. It may possibly include persons with epilepsy and other patients with psychiatric problems. The Evaluation Team did not review the records to verify the number - it is an estimate made by health workers.

sessions (four financed by the project). Progress made is mentioned in the overall conclusion to this section (box 2). The USDC also stresses UNAPD's high credibility when carrying out audits of the physical accessibility of the schools.

In **Kampala** the Project also carries out sports activities. The Team observed BISOU members, both caretakers and persons with brain injuries, playing Boccia in an area provided by the authorities. The group had lost their trainer. In the meeting it was confirmed that UNAPD will get in contact with a new trainer. Likewise, several of the members had paid membership fees as part of the group. They requested that BISOU finalise their registration. The Team noted the good collaboration between UNAPD and BISOU, since the sports committee staff member is from UNAPD but actually attends the BISOU group well, in close coordination with a BISOU staff member.

Among **almost all visited districts authorities**, the Team observed considerable receptiveness and sensitivity towards disability issues. It was noted that in several districts disabled persons have taken key political positions (e.g. Iganga, LC4, in Mubende the community development worker, in Kabarole, the finance officer on council; in Busia the wife of one the CDOs of the sub-counties). In Lira, it was observed that three of the four interviewed persons from the UNAPD Board also were part of the LC structure at disability issues. While this is in part as a result of government affirmative action, it is significant to note that contacts have been established with all these persons, who at least in Kabarole and Busia have supported the Project target group's access to special grants.

If all those who are involved in savings are also counted in the process of promoting economic empowerment – and the Team finds that this in fact should be the case – then even in the old districts which are only lightly attended the Project may come a considerable way towards partially achieving objective 1.

Related to objective 2:

Considerable progress has been made towards establishing functional structures in new project districts. In both Iganga and Busia the new branches have been able to give PW-Spine Injuries and PW-Brain Injuries a voice, a new start and a new organisation (e.g. in Iganga going from 0 to 32 for SIA and 0 to 70 for BISOU). Likewise, in Kabarole, SIA has initiated a good process of enrolling new members. If these become or remain as active members by 2017, the Project is on its way towards meeting the objective. In Lira, the Team was also able to observe how both SIA and BISOU had created new branches, and how they had used the training as an inspiration for teamwork on the Board. The new branch of BISOU already has 67 members, while SIA has 25 members. The UNAPD branch in Lira had received support from the national level so that it could be re-established, having gone some years without district elections. Today, UNAPD members of the Board are firmly involved in the political structures in the district. UNAPD members have received access to the special disability grant and the other organisations have also applied.

The Team finds progress regarding recruitment of new association(s) members very satisfactory. All three organisations are close to meeting their targets for the full Project period, as can be seen in box 1. The Team received a list of names with members from the district and was – with a couple of exceptions - able to confirm that the persons listed were still members. The total sum of membership fees is still not very high, and there is a need to focus on this issue. The Sports Committee has introduced the principle of distributing T-shirts (donated by Denmark) to those who have paid their membership fees. The Team finds this to be an interesting and good initiative to stimulate and motivate payment of membership fees.

Box 1: Example of progress in registered members

	Project start (2014)	Target (2017)	April 2016*	Compliance with target
BISOU	270	1100	950	86%
UNAPD	4000	7000	5800	83%
SIA	500	800	750	96%

*The figures were presented to the Team in a questionnaire. The Team uses “round figures” for illustrative reasons, the specific figures being 950, 5801 (April 2016) and 755 for BISOU, UNAPD and SIA, respectively. While membership also refers to objective 1, many of the outcomes for objective 2 (functioning new branches) depend on recruitment of members.

The Evaluation Team noted that elections at district level had been held in all new branches and that interim boards were elected. In selected examples, it was confirmed that the new branch had used an input from the national organisation to prepare their Constitution. For the sake of transparency and governance, the Team finds this to be very appropriate and in general it should be ensured that local branches have a similar Constitution and format.

At organisational level, the first attempts have been made to sensitise authorities and public in general. It was noted that some of these took place through radio programmes financed with Project investments through the trust fund. For example, the new branch in Lira has used the well-known Radio Wa to diffuse information about the organisation.

While UNAPD has been in existence and known for some years, there is still some way to go before ordinary citizens know BISOU and SIA in the new districts. Their visibility (BISOU and SIA) require that they remain active in awareness creation and other interventions.

Related to objective 3:

Activities have only just started regarding national joint advocacy. As it can be noted below there is potential to use experiences from the district in the national advocacy work. The Team was informed that joint workshops have been held to identify advocacy targets, one of them being the governmental youth livelihood programme. Also, it has been noted that relations have been established with some of the other Organisations of People with Physical (and Cognitive) Disability. A few of these have introduced proposals to the trust fund. The Team has reviewed the proposal from “Little People,” which focuses on awareness in the Luwero district. Results of this relevant support are not yet available. However, the trust fund focuses at district level, something which could be reconsidered in the case of the OPPDs. For some of these organisations, awareness-raising may be done at national, strategic level.⁶

The Team has noted that there are other types of progress at national level though, such as making connections with new partners. These include National Council for Children, the British High Commissioner and the National Council of Sports. Other cases of advocacy are presented in the box below.

The Evaluation Team noted several **challenges** related to objectives 1 and 2:

The **problems of mobilisation** and transport of PWD is a general issue that affects all, and in particular SIA and UNAPD members. In addition to poor roads and other infrastructure, this means that the issue of access is larger than merely the absence of ramps and sufficient space for wheelchairs.

⁶ While the Team agrees that a little less than half of the trust fund budget is reserved for national level grants (to wings of partners and OPPDs), it found that in the mentioned example of an OPPD, (Luwero Little People) the proposal focus was mostly on a specific district, thus missing the opportunity for strong national advocacy. In fact, the scope of the project says explicitly that the “project is intended to cover the whole of Bamunaninka Sub County and its surrounding areas”.

Box 2: Education in Lira district

In Lira, UNAPD has promoted the child-to-child approach and has trained teachers from four schools in ways to attend to Children With Disabilities and how to include them in day-to-day education. Also, ramps are being promoted and all new schools in Lira now have the necessary ramps. According to the Project, guidelines should be introduced in the different schools on how to treat CWD. This has yet to be done. However, it is interesting that the Uganda Society for Disabled Children also promotes training at four other schools, so that a total of seven of the more than 120 schools are covered. If UNAPD wishes to introduce guidelines, a strategy for how to do this should be prepared soon. It could be through a district-level decision to the effect that all schools should use the child-to-child manual. It could also in collaboration with USDC, who in April 2016 was promoting that a new version of the same manual be upgraded to become a “teachers’ handbook” and that it be adopted by the government. In any case, there is a need to link up with other stakeholders in order to choose the quickest way to promote the child-to-child approach, and an alliance with NGOs could be forged.

Health in Lira district

The Team noted that an agreement between BISOU and the Mental Health Rehabilitation Project had been established. The Ministry of Health has promoted this Project together with private actors, including BISOU, which is in the process of setting up a pharmacy with better access to medicine. The BISOU members have informed their members regarding the availability of medicine at the pharmacy. However, despite the pharmacy’s existence, members still complain about lack of medicines at other, lower levels (e.g. in the sub-counties of Lira).

Accessibility at national level

The Commissioner for Building Control at the Ministry of Works acknowledged that UNAPD has made important contributions regarding improving standards for building design, so that the infrastructure is user-friendly towards PWD needs. It was confirmed that UNAPD’s proposals have in fact been incorporated. The code (for design) and the regulations will be discussed one more time in May 2016, at a meeting to which UNAPD will be invited. The Team finds the work done by UNAPD to be important, but encourages the organization to get its hands on the draft codes and regulations and show examples of their concrete contributions in the next Annual Project Report. Likewise, the team noted UNAPD’s high credibility in the Ministry of Education & Sports (Construction Management Unit) where UNAPD has contributed with inputs regarding improvements of the standards for school infrastructure (e.g. latrines). It is expected that the input will form part of future policies.

Special Needs and Inclusive Education Policy

UNAPD has also been involved in advocacy regarding a Special Needs and Inclusive Education Policy in Uganda. The policy is intended to address concerns regarding access, quality, and equity in the education sector. Specific aspects of the policy intend to address specialised instruction materials and equipment, support services, curriculum adaptations, assistive devices, capacity building, assessment, infrastructure, and funding. The policy also emphasises the role of development partners for effective coordination. Through UNAPD’ efforts, the policy was approved by the technical management meeting of the Ministry of Education, Sports Science and Technology. However, it has not been given the financial implications certificate from the Ministry of Finance, which would lead to discussion at cabinet level and thereafter in Parliament. Therefore, more national advocacy is needed in order to achieve quality education for children and youth with disabilities.

In fact, a lesson from Kabarole: it may be good to have contact with traffic staff (a number of Spinal and Brain Injuries occur as a result of traffic accidents- and traffic police is in Kabarole seemed very interested and enthusiastic in contributing towards awareness creation).⁷

The broader issues of health related to brain and spinal injuries includes the lack of skills among the population in general, including traffic staff, for example during the first aid and **attention of victims of traffic accidents**, who might inflict more injuries in the process.

⁷ Traffic staff can be police personnel but also transportation services staff such as bus drivers. Bus companies and drivers may – with input from the district authorities – be in a position to directly help alleviate transportation challenges.

As mentioned under the topic of relevance, access to livelihood and skills development is a high priority and indeed higher than practising sports and being organised. The Project **cannot finance service delivery**. However, it is interesting to note that savings activities from an earlier MEP project at UNAPD have done so well. The Project envisages trainings later this year, which may be a good opportunity to share these strategies whenever possible both through its staff and volunteers of the three organisations.

It is sometimes a challenge that the organisations **have not chosen the same districts** to work in. This means that while SIA is active in Kabarole, organisations of people with other disabilities are less organised. *“I did not know SIA until the joint trainings. But now I have learnt the issues about Spinal Injuries and realized that there is a gap in Kiboga. We have many spinal injuries persons, but they are not mobilized”* (BISOU member Kiboga).

It may be considered, in coordination with NUDIPU, to have a formalised referral system whereby if an organisation is “alone” in a district, it can refer PWD with other types of disabilities to the corresponding disability movement, which could be UNAPD, BISOU or SIA, or even one of the other disability organisations.⁸ In fact, how to network in some districts may be an issue to discuss with NUDIPU, which should have an interest in establishing a focal point in each district.

There have been **no systematic efforts** to involve the private sector when carrying out advocacy activities. Especially for some of the sports arrangements, it may be possible to team up and obtain support from private companies, which are both committed to attend to the disability issue and may be interested in publicity regarding this commitment and in making their products known. The private companies may be willing, for instance, to finance equipment or T-shirts. Other **challenges for advocacy** include:

- Turnover among government personnel (through civil service transfers) represents a challenge to the continuity of advocacy.
- There is still a need for broad political sensitisation as concerns disability issues, including at council level.
- The organisations are yet to systematically advocate for more use of the government’s programme, although a number of obstacles were identified, as indicated in the chapter on “advocacy” below. Several disability groups have accessed the special disability grant, the CDD has been tried by some, while the Team only saw attempts to access the youth livelihood programme, and from NAADS/Operation wealth (however, in Kiboga some members have accessed NAADS).

4.3.2. Progress per component and according to status for indicators

Assessment of each of the five components

Based on the field visit, the Team finds that all individual components have important achievements they can point to from as a result of the first two years of efforts. The progress in new membership for BISAU and SIA, the empowerment achieved, as well as the mobilisation through sports promoted by UNAPD stand out as a clear added value for all three organisations. Results for the joint component are more mixed: the trust fund component is highly appreciated by members, but projects as such have yet to be carried out. Joint training is also commended by all members, but follow-up in terms of joint

⁸The idea of better coordination between NUDIPU at district and national level was also mentioned in the Team’s meetings with the organization at national level. NUDIPU seems very interested in a stronger coordination. However, at the moment NUDIPU is involved in projects at some of the districts visited (e.g. Lira), which are carried out without much coordination with its members.

action has only happened to a limited extent. Joint national activities have only just begun. The sports component has been successful in terms of engaging and mobilising persons.

Assessment as per Project indicators

The Team has carried out a review of all 48 indicators and the 15 indicators at objective level, which is enclosed in an annex. The position expressed in the Inception Note (that the Project is slightly behind schedule) is maintained after the field visit. It is also true that though some of the indicators (at least 3) may be deleted. For a thorough status of the results indicators, we enclose annex 7, in which recommendations are made on whether they should be maintained and how to measure them.

As can be seen from the actual results produced, the Project is also having an acceptable – or in some areas almost acceptable – performance. Below is a table that reflects the current status of twelve of 48 results indicators (four for each of the three objectives)⁹.

Box 3: status for key results indicators April 2016

12 of 48 key result indicators	Status April 2016 (Mid-Term)	Team's comment
Objective 1:		
UNAPD: By 2017, at least 16 schools in the four districts are accessible according to UNAPD guidelines (have accessible latrines, ramps and wide doors).	By the end of November 2015, the Bishop West Primary School in Mukono district had achieved good accessibility to latrines. Below expectation.	Partners indicate that it may only be possible to reach eight schools. The Team agrees that this outcome is the responsibility of the government. However, UNAPD may speed up advocacy as much as possible. ¹⁰
BISOU: By 2017, BISOU has engaged five regional hospitals and relevant national stakeholders on issues of health and education for PWABIs at both National and local levels.	By November 2015, two regional hospitals (Mulago and Lira) have been engaged. A MoU has been entered into with Lira Hospital. Also, in Kiboga there is an arrangement with a district hospital to attend. Almost on track.	BISOU has been able to engage with a specific project titled "Mental Health Rehabilitation" in Lira district, based on other projects in Kiboga. BISOU could also carry out national advocacy.
SIA: By 2017, eight SIA sub-county associations have built a basic advocacy capacity and have engaged local duty bearers.	By November 2015, four sub-counties have built basic advocacy capacity and are able to engage local duty bearers. Below expectation.	The Team noted that they have just started to contact district duty bearers.
Joint: By 2017, the partners have conducted three joint advocacy campaigns in support of specific partner advocacy goals	By November 2015, UNAPD and its partners (SIA and BISOU) were part of the co-creation workshop that saw the development of the two-stance prototype latrine for CWD in Kyambo. Below expectation.	More can be done in this area to prepare advocacy priorities. Evidence from the advocacy carried out in the districts could be used in the national level advocacy on e.g. access to government programmes.
Objective 2:		
BISOU: By 2017 at least eight functional BISOU branches have been formed.	By November 2015, all eight BISOU branches have interim leadership and have registered with local authorities as community-based organisations. Better than expected.	This is very good.
SIA: By 2017, eight SIA sub-county branches are legally registered, have	By the end of November 2015, four SIA sub-county branches are legally registered,	This is good.

⁹The Team will use the term "result" indicators. The logframe matrix refers to them as "outcomes" and "results indicators." In order to distinguish between the levels in the matrix, the Team will operate with the 48 result indicators, 13 objective indicators and 3 overall process indicators.

¹⁰The project will measure this indicator by referring to benchmarks like; accessible ramps, latrines, wide doors. UNAPD may also register the efforts being put in by the project to the indicators despite the failure to achieve the indicator due to other factors beyond the project control.

functioning leaderships and their leaders and members know their rights and duties.	have functioning leaderships and their leaders and members know their rights and duties. As expected.	
UNAPD: By 2017, at least five district associations have successfully mobilized local resources in aid of their normal function (lobbied for office space, equipment, financial support, and so on).	By the end of November, 2015, Mukono District Association had secured funding from DRF; Mbale Association obtained a CDD grant; and the Ireda Parent Support Group in Lira district received a special grant. Better than expected.	The Team observed very good progress in Lira.
Joint: By 2017, a joint trust fund has supported 45 participating district, sub-district and DPO executives to apply for, receive and implement self-formulated initiatives.	By the end of November, 2015, the three partners had trained their membership from the four regions of the country (central, western, eastern and northern) in trust fund applications. A total of 182 (F-79, M-103) members of the three partner organisations were trained from three of the regions. A total of 23 applications were approved. As expected.	Results are yet to be followed up on.
Objective 3:		
UNAPD: By 2017, 80% of the district associations have had at least 2 face to face contacts with UNAPD (staff and Board members at local level).	By November, 2015, at least 40% of the district associations had face-to-face contact with UNAPD. Below expectations.	Measurement may be done based on visits to districts, participation in training.
BISOU: From 2014 to 2017, BISOU raises at least 100 million USH from local fundraising initiatives and attracts at least 3 committed institutional donors.	There has been a successful fundraising event with Wide Spectrum Pharmaceutical Ltd. Further, drugs worth 4 million Ugandan shillings were raised. Registration and subscription fees have increased by 1,270,000 shillings. Below expectations.	There is a need to carry out more fundraising activities.
SIA: In 2016, SIA has adequate tools and policies in place for: Membership needs assessment, Monitoring, and Human and Financial Resource management	By the end of November 2015, SIA has adequate tools and policies in place for a membership needs assessment, monitoring, human and financial resource management. As expected.	There is still a need though to look at the implementation. There are differences between DHF-DK's and SIA's figures on expenditure.
Joint: By 2017, SIA, BISOU and UNAPD have developed joint position papers (Issues and Solutions) on Sports as a tool for development, PWD participation in IGA, PWD access to health services, PWD access to education, and a unified movement of OPPDs	By the end of November, 2015, no joint position paper has been developed. However, in 2016 joint workshops have been held to identify advocacy priorities. Below expectations.	More can be done in this area to prepare advocacy priorities. Evidence from the districts should be used at national level advocacy.

As can be seen, the degree of progress achieved varies considerably, but the indicators, the scope of the objectives, and the underlying activities are quite comprehensive, which may make it more difficult to capture changes. Based on the 2015 Status Report and the field visit, the below table also reflects an overall balance for all result indicators:

Box4: Status of the Project's result indicators according to self-assessment
(A = better than expected; B= as expected; C = below expectations). April 2016.

	A	B	C	Not tracked	Total
Number of result indicators with this score	4	23	13	8*	48*
For Objective 1	0	9	9	4*	22
For Objective 2	3	7	2	1	13
For Objective 3	1	6	3	3	13
% of total number of result indicators with this score	8%	48%	27%	17%	100%

*There is an error in the results-matrix, since result indicator number 22 (for objective 1) is neither included nor assessed.

The table indicates that the **results the Project is achieving are a little less than expected, with half of result indicators on track**. It should be said that the indicators do not tell the full story of the Project: According to these, there has been least progress regarding objective one (concrete empowerment and changes for individuals) and most progress for the second objective (district level), with many “as expected” qualifications. However, in reality there have been considerable advances in relation to objective 1. Progress in many of the indicators depends on government and district authorities and their willingness to accept advocacy on e.g. accessibility to schools.

Notwithstanding, the Project also has **indicators at objective level**. A total of 13 (originally 15) indicators referred to the three objectives and touch upon important, desired changes. Also, three so-called “super-indicators” were presented. These are yet to be monitored and only one of them has a baseline figure. The Team has presented an assessment of their compliance with targets in the annex 7.

The Team has also affirmed that in many cases it is not a Project problem that targets are slightly behind schedule, since they, as indicated above, depend on the duty-bearer’ action. In fact, this may be highlighted further in the annual reporting, so it is clear what has been done by the Project. The status is useful though to show where increased focus on some targets may be done or combined with national advocacy.

Advocacy

Several district associations have accessed the trust fund, which is now being implemented. The Evaluation Team finds that the trust fund is proving to be an incentive for spurring organization in both districts and sports. It is noted that the training on how to access the trust fund has been very much appreciated by the members. It is also noted that all those interviewed thus far state that the fact that the training has taken place jointly was very good. All participants find it should continue to be done this way.

Among the newest branches, there are still only few examples of advocacy being carried out. The training on how to proceed with advocacy has been much appreciated, but in reality only provided the theory for how to access funds. A number of bottlenecks for putting advocacy efforts into practice have been identified. The team has noted the following **challenges to accessing poverty alleviation programmes at district level**:

- Some members, including from among those who had participated in the training, still do not know which programmes to access. Normally, the training should provide information about the special disability grant.
- Some members give up beforehand because competition for funds is so tough. It is true that the special disability grant in some districts visited would only be enough to cover one group of around one-third of the district sub-counties. It is also true that regarding the youth livelihood programme, it may be that only one-fifth of all applications in a district would be approved. But, there are also other possibilities, such as the community-driven development programmes, and others, as indicated (see box 5 below).
- The guidelines for some of the government programmes do not always favour the disability movement. In some districts they state that “you have the special grants,” but do not lay out ways in which to gain access to other programmes.
- Most membership organisations give up after only one attempt. The Project does not yet systematise these efforts, nor are lessons learned provided so as to be able to surmount the difficulties encountered, e.g. by requesting feedback from district leaders on why a proposal was rejected.

- Once training has taken place, there does not seem to be any systematic back-up from the national level for carrying out the actual advocacy activity.
- There is limited networking among associations at district level, which would form a joint advocacy group

Box 5: Poverty Alleviation Programmes (PAPs) in Uganda

There are a number of so-called PAPs in Uganda. These are managed by the districts. Guidelines and contents change frequently, so it is important that these arrangements be followed at national level, as authorities seek ways to benefit PWD.

The Special Disability Grant is the programme which most directly targets PWD. A certain amount is released on a quarterly basis, and PWD put forward group proposals to the district, typically related to an income-generating activity (pig or goat-rearing, others). There may often only be enough funds to cover some of the sub-counties in the district. Another programme for vulnerable groups is named Community-Driven Development (CDD), while NAADS is the National Agricultural Advisory Service. It provides agricultural inputs to groups, including the disabled. It has recently changed its name to Operation Wealth Creation and the army now plays a role in ensuring effective implementation.

Other programmes are the Northern Uganda Social Action Fund (NUSAF) and the Youth Livelihood Programme. Although these also target vulnerable groups, e. g. the Youth Livelihood Programme specifically mentions disabled persons as a target group.

How to overcome these challenges:

Regarding the matter that some members do not recall all relevant poverty alleviation programmes, it may be these are simply individuals who missed part of the training. Still, it may be a good idea to prepare a brief brochure with an accessible text explaining the most important poverty alleviation programmes which can be distributed through the training sessions.

However, seen on a broader scale, advocacy at national level must focus on concrete issues, including whether i) guidelines can be overcome at district level (if not, it becomes a national advocacy issue); ii) the partners can select three pilot districts at which attempts are being made to gain access to e.g. the Youth Livelihood Programme, or another programme which is difficult to enter; iii) partners at national and district level can further the argument for a special case whenever beneficiaries can be found at district level, and not only as a group at lower (village) level; iv) the organisations of PWDs in the district can prepare a good proposal with support from national staff; v) the organisations of PWDs at district level and national staff from the project partners hold a meeting with the district authorities before application, in order to present ideas, and indicate that the experience will be used for lessons learned at national level on how disabled people may (or may not) access the Youth Livelihood Programme; vi) organisations of PWDs at district level should apply; vii) if they are rejected, ask for another meeting with authorities, joined by national staff, at which an explanation for the rejection is requested; and viii) invite the three pilot districts and representatives from the Ministry of Gender, Labour and Social Development to a brief national meeting. PWDs organisations from the districts will present the experience regarding their application to the Youth Livelihood Programme, and national partners will share their views with the Ministry. The DHF representative will be invited to observe the discussion. In general, the partners should engage in budget analysis to know the overall availability of funds from government programmes. Apart from being difficult to access, the budget assigned to many programmes is also limited, and national advocacy should also focus on this.

Synergy

The design of the Project has promoted synergy, where components complement each other.

The Project is built on the principle of collaboration and linkages for purposes mutual support and synergy. There were collaborations with the districts, in particular departments of Community Development and production. There is also some collaboration among the three organizations (BISOU, UNAPD and SIA), in particular during joint Project trainings. Under Project administration, the three partners have been able to build a certain amount of synergy through the regular Steering, Sports and Project Coordination Committee meetings.

The Evaluation Team observed synergy with previous organization activities – for example the Project built on older activities e.g., MEP in Kiboga by UNAPD on which BISOU built, and the strategic plans by SIA, which built on activities before the Project. Moreover, belonging to multiple organizations by Project participants (e.g., UNAPD and SIA or BISOU) creates opportunities for synergy. Sport activities have had significant synergy effects.

“We are ambassadors for our organizations. When we go to different districts, we also speak about other things, not just sports” (Sports Committee).

The sports activities have been carried out in Busia, Nebbi and Mubende. In Busia, there is a close relationship with all three local organisations, although sports activities are often done by each organisation. In Mubende there has not yet been any systematic contact with the local UNAPD branch (nor with other potential BISOU and SIA members). Sports can be a “trigger” for empowerment and further involvement, but the lack of equipment and facilities make it difficult to systematically spread it to most districts.

Opportunities to be further explored:

Only four districts have sports – missing the opportunities of benefiting from its mobilizing effect. Likewise, in Mubende it may be useful to establish formal contact between the MRC and the local UNAPD branch. The Team is aware that the MRC and the local branch are very different structures. However, in order to create broader awareness among citizens in Mubende it could be a joint sports arrangement to start with, where MRC meets – or mixes with – the two sub-counties in which sports are promoted. There is yet only little synergy with other NGOs in the districts- but it is mainly with DPOs. The steering committees have potential to be forum for sharing experiences, for synergized planning and implementation at the national level. However, there is less interaction among participants at district level. Rather, there is more of independent planning and implementation among groups. Finally, the joint national advocacy has been absent.

5 EFFICIENCY WITH A FOCUS ON GOVERNANCE STRUCTURES

Background

The Project **governance structure** is quite complex, involving the following key decision-making bodies:

- Steering Committees (SC) in both Uganda (where these are made up of the presidents of each organization or their delegated representatives) and Denmark (where these are formed by desk officers).
- The Project Coordination Committee is formed by the Executive Directors and/or Project Coordinators from each organization.
- The Sports Committee is formed by three partner representatives (not the presidents), a Uganda Paralympic Committee delegate and the Danish Sports Organization of the Disabled.

In addition, the three individual components are handled by each organisation through three Project teams (BISOU, UNAPD and SIA). A joint training program is, as mentioned in chapter 2, led by a training consultant. The trust fund provides funds to specific district activities. Joint partner advocacy is also supported. Proposals are screened by the Coordination Committee and approved by the Ugandan SC. The roles and functions are defined in brief ToR as well as in Annex I to the Project Document (Project Organisation Diagram).

While this appears to be a structure that ensures democratic participation of the most relevant stakeholders, it also means there are many layers of decision-making and the resulting complexity implies that it may be difficult to get all parties to work at the same pace and with the same information. The Team has received minutes from steering committee¹¹. Some issues are clear though from these:

Overall findings and conclusion on efficiency (financial and overall management)

Overall Project management went through some difficult times at the beginning, but is now well on its way to becoming consolidated. After two changes of EDs took place at UNAPD in circumstances that did not contribute to enhance collaboration, the Project course has been steadied. The Danish partner DHF, which heads the Project, has - together with the other Project partners – taken the decision to hire a DHF representative in Uganda, thus recognising that Danish staff, although committed, has had little time and this has been a bottleneck for the adequate advancement of the Project. All relevant stakeholders consider this to be a favourable development and that it is important to strengthen good collaboration. Despite being somewhat complex, the current set-up is considered to be adequate. It will be important to maintain a fluent communication between the Danish and Ugandan partners and staff (including between the Ugandan and Danish members of the Sports Committee). Early on in the Project, the communication between the Ugandan and Danish members of the Sports Committee was not ideal, but as of April 2015 communication is “*almost without fault.*”

Regarding the overall set-up of the programme, SIA has indicated the need for a direct Danish partner. The Team has noted that DHF is in fact investigating options for gathering a Danish group of PWD within DHF who would be charged with keeping communication with SIA fluid.

It is also noted that there is a need to promote promptness in reporting and planning by Uganda partners. Quality of reporting and planning by Uganda partners should be strengthened – and the same is probably true of Danish partners. The Team has noted that the approval of annual plans has not been as clear as desired (e.g. for 2016, SIA had the idea that a proposal for additional spending had been approved during annual conversations, while DHF finds that no decision was taken regarding this). The team would like to encourage that Danish and Ugandan partners establish more formal procedures for discussing and approving the annual plans, including the keeping of minutes regarding key decisions taken.

Financial management:

The Project has thus far spent 48% of the total budget for its expenses cut at December 2015, mid-way through its lifetime. This means that as an overall consideration, the Project is on track. As will be explained below, there are though considerable variations between the expenditures for each of the

¹¹ While a few of the Steering Committee minutes were missing from the folders received by the team in Denmark, UNAPD has all minutes of the Steering Committees meetings available at UNAPD on file. According to UNAPD, the different layers of decision making do not necessarily limit parties to work at the same pace but only at time delays decision. But when a decision is taken, then the parties work together at the same pace.

partners. Partners claim that the transfer of funds has suffered – and is still suffering – from delays. In other cases, there have also been delays and mistakes concerning financial management in Uganda.

Monitoring of financial execution has not been strong. Despite quarterly follow-up, it is only now, at mid-term, that it has become clear that one of the organisations has used most of its component fund. In fact, there may still be discrepancies about how much the actual expenditure is, since partners in Uganda indicate other figures for expenditures than those presented in the DHF overview of expenditures (April 2016). The table below prepared by the DHF in Denmark presents the funds assigned to each organisation’s component

Box 6: Spending overview per 31/12/2015. Table showing expenditures in DKK and % of latest approved budget by DHF

Component	Activities	% of budg.	Investment	% budget	Uganda staff	% of budget	Uganda administration	% of budget	M&E	% of budget
BISOU	364.530	57	35.431	97	187.556	44	56.794	42		
SIA	660.773	96	7.646	95	243.970	72	48.636	61		
UNAPD	316.407	22	-		546.061	39	57.192	34		
Joint	1.936.392	59	-		-		74.121	41		
Sports	286.022	36	8.616	112	211.529	54	33.185	42		
Denmark activities	99.771	57	-		6.890	3	8.100	7	557.648	44
Total	3.663.895	52	51.693	83	1.196.006	43	278.029	37	557.648	44

Source: DHF has provided these figures.

The issues that require most attention – or clarification – are highlighted in red. The Team’s remarks are as follows:

- Halfway through the Project, SIA is shown to have spent 96% of the budget available for activities, and 72% and 61% of the budget available for Uganda staff salaries and administration, respectively. SIA has yet to fulfil targets for all indicators. There is therefore a need for reallocate funds to SIA if it is to meet its targets and continue with activities.
- Halfway through the Project, UNAPD has only executed 22% of the original budget. UNAPD has pointed that that this is as per plan (slow implementation during the first two years).¹²
- Finally, 59% of funds for joint activities have been used, but key inputs such as joint national advocacy have yet to be implemented. The advantage is that the budget item line still contains a considerable amount, originally being more than half of the Project activities budget.

The Team has presented and discussed these findings to each of the organisations, and especially for SIA and UNAPD. Both organisations are of the opinion that the figures do not reflect the full situation. In the case of SIA, reference is, as mentioned above, made to decisions during the Annual Review Forum, where the SIA activities were approved and (according to SIA), approved also in Denmark. The Team has only received a summary of the Most Significant Changes discussion from this forum. In the case of UNAPD, the opinion is that the figures on which the above table are based is different from their own figures. DHF has presented additional figures showing that execution of the UNAPD component for 2014 is relatively close to the 2014 budget for the component. According to DHF, 2015 is the year when UNAPD has underspent considerably, compared to the budget. UNAPD, however, does not consider 2015 to be a year of considerable underspending, but indicates that the UNAPD plans are to increase spending the coming years.¹³

¹²From a “lesson learned” point of view, a project would normally prioritise to be in full implementation at least in year 2, so that the remaining time can be a gradual phasing down, learning and monitoring period. So the deliberate slow implementation for two years in the beginning of the project is not recommended by the Team for a possible second phase.

¹³UNAPD indicates that spending has been in accordance with the work plan of the UNAPD component and therefore does not find there is a lack of capacity to manage funds. UNAPD also pointed out that VSLA training is scheduled to take place in the third year, after all groups have been mobilised and structured. In fact, some of the groups are already being trained.

Since the difference in figures refer to underlying details of possible previous decisions and expenditures such as activity level, it will require a detailed, internal review to clarify if the partners' have a point.¹⁴ As indicated in the summary, there is an urgent need for establishing clear procedures for discussion and approval of annual plans, including preparation of minutes of these.

It is of the utmost importance to attend both the immediate issue for the organisation, which may have spent most of its funds and the overall monitoring of funds execution. The Team has noted with satisfaction that the dialogue in May will attend this issue.¹⁵ A decision should be taken on how SIA will have enough funds for the remainder of the Project to keep the involved district associations busy. Three options may be explored: i) that SIA prepares proposals that makes it possible to use funds from the joint activities and sports; ii) that SIA initiates new fundraising activities; or iii) that after the first quarter of 2017 SIA be allowed to use possible unspent funds from the budget margin.

In addition, in the annex another budget provides an overview of the original approved budget, the revised budget and expenditures cut at December 2015. The Team has noted that there is a big variety of the expenditures of each of the result. For some of the results, only 16% of funds at spent halfway through the Project, while others have spent more than envisaged. At least two overall results registered in the original application have used much more funds than envisaged, despite the fact that the corresponding expected results were not achieved.

Box 7: Two results described in the Project Document (DPOD) which have overspent

“By the end of 2017, communities are aware of PWD issues, and health service duty bearers are engaging with PWs to resolve primary health issues (12 districts and 24 districts).”

This result has, according to DHF figures, used 100% of its funds. However, Project indicators show that the targets set for this issue are far from being accomplished. In fact, in the districts visited there is still a long way to go. Even in the district where collaboration exists with programmes that provide more and cheaper access to medicine, the interviewed target group for this medicine still claim that coverage at lower levels (e.g. health centre) continues to be a significant problem.

“By 2017, the unity of Ugandan OPPDs has been significantly strengthened in breadth (more organisations) and depth (joint policy initiatives). Seventy-eight (78%) of the budget for this result has been spent, while no joint policy initiatives have been initiated yet. However, good contacts have been established with other organisations, several of which have applied for the joint trust fund. The reason most of the budget was spent on this result is not because the budget was used for training of OPPDs in accessing the trust fund, but rather is due to other considerable expenses, such as the baseline study, which also seems to have been financed by this budget line. The main challenge is to define the activities and budget for joint policy initiatives.”

The Team finds that it is necessary to spell out clearly that both the engagement of health service duty-bearers in solving PWD issues and joint policy initiatives are important. On the other hand, it is also clear that several Project activities – related to other budget item lines – can contribute to these results,

¹⁴It is unusual, however, that there are differences and doubts about the expenditure sheet in a project. Close financial monitoring would normally avoid this happening.

¹⁵There is a need to further clarify some of the following issues between now and the discussion to be held in May 2016:

i) whether some of the joint activity has been charged as “component activities”; ii) whether all partners (Danish and Ugandan) use the same budget (most recent approved) to indicate expenditures, including check of exchange rates; iii) discussion of new ways of financial reporting on joint activities, so all parts are certain these are not reported as part of an individual component; iv) identification of how to ensure that all organisations would have individual components for the full Project period, e.g. by looking further at joint activities and sports; v) direct dialogue with the DPOD staff member and the finance staff to provide technical inputs to the Steering Committees on how to ensure close future financial monitoring, including quarterly updates on the total Project expenditure.

meaning that it will still be possible to reach these figures if a decision is taken to continue to prioritise them.

Finally, it is worth mentioning that the Ugandan and Danish partners have in fact done well regarding certain issues related to financial management and Project efficiency. Most importantly, during 2015 there was a case of malpractice and fraud by a previous UNAPD Executive Director who has since been removed. While the incident is unfortunate, it is good that action was taken. According to the interviews, the previous UNAPD Project Coordinator who became acting ED starting on 15 May 2015 and was promoted to the position of Executive Director in January of 2016 has increased the partners' trust, coordination and communication, and thus the possibilities for a more efficient Project. The Team has also noted, as regards salaries, the Ugandan partners in January 2015 discussed and agreed to increase staff wages so these became more competitive on the market.

The **monitoring and evaluation** (M&E) system, set up for the purpose of efficiently assessing progress in activities and outcome/results indicators is beginning to work. Project **monitoring** is being carried out at several levels. Each of the three Ugandan partners prepares a Quarterly Report, which carefully compares the implemented **activities** with the planned one and provides comments regarding possible deviations. In addition, a Yearly Advisory Forum with all key stakeholders provides an assessment regarding the **most significant changes** which have occurred from the perspective of **Project** stakeholders. As can be seen from Project progress, there is a need to revisit the results, objective and indicators at objective level and see if they – or some of them – can be used directly in monitoring. As mentioned in the material, it would be good to develop quarterly reporting against both result & objective indicators which can be of better use for strategic Project management instead of the present reporting against activity plans

However, the original fifteen key indicators have only been assessed once, just before this Mid-term Evaluation. There is a need to streamline monitoring so that overall indicators are made easier to follow and are included in the Yearly Report. To that end, the monitoring must not take place on an ad-hoc basis. As DHF does in other countries, it may be useful for its representative to present an Annual Report where he assesses and comment on the indicators, based on the partners' input, in order to analyse progress more thoroughly, including the possible use of some indicators for either further advocacy or dissemination of results. As mentioned, the Team encloses annex 7 with input on how to measure some of the indicators and delete others. It is suggested to present their status on an annual basis. Also, that each organisation already in the Quarterly Monitoring Report on the two outcome indicators of the 45 they consider to be most important. As part of an overhaul of the M&E system, it is also recommended that DHF and partners increase monitoring of financial expenditures, so that all partners know after each quarter how much funds they still have available.

6 SUSTAINABILITY

In general, the activities are creating capacities that would seem to be sustainable. The Team also observed activities from previous projects that continue to contribute to meet demands. The Danish partners are still financing the main portion of their partners' budget. At district level, mobilisation of persons is subsidized, and allowances are paid to persons who attend and participate in meetings. In a future situation without a project, other (re)sources should ensure that meetings can still take place.

Sustainability of activities

The Team finds there are examples of new capacities which to some extent are expected to be maintained once the Project is finalised. First, there is individual empowerment, whereby disabled

persons increase their self-esteem and are better able to take care of themselves and exert some measure of control over their lives. Second are the basic skills related to organisational development (how to organise). Third, how to save money by using low-cost savings methodologies are also expected to continue. Participants noted that the trainings have also helped members to bond and work together, which is essential for future sustainability.

“In the past, they used to leave everything to you. But after the training and trust fund has helped us to understand that it is not only one person, but a contribution for everyone” (Sports Committee).

In the longer run, all other activities will of course have to be substituted for with other funds. For example, most issues that need resources are at district level, such as the cost of mobilisation and holding meetings, the fact that some district officials may want allowances to be used for a meeting, etc. At national level, the cost of staff and national advocacy will require that the organisations gradually link up to other sources of funding. Some of the sports activities may be sustainable, but only those that do not depend on costly equipment (e.g. Boccia-equipment).

The issue of how to make mobilization of PWD sustainable should be considered – in other words, how can PWD gain access to transport, absent funds from the Project? In the case of sports, it is interesting to note that the Mubende Rehabilitation Centre has a bus for the PWD. To advocate with duty-bearers for permission to use buses for special arrangement in other districts also could be an option worth investigating.¹⁶ Maybe the VSLA activities could provide funds for mobilisation.

Sustainability of previous interventions

The Evaluation Team noted the sustainability of some activities of the previous MEP project (UNAPD project with support from Denmark), which has been vital for current project, and has built some of its interventions. The Team observed Social and Technical sustainability. For instance, the UNAPD membership created in Mubende is still there, although there may be a need to carry out induction for the new board. In Kiboga, the UNAPD membership is also still active. Even the strategic service delivery provided under the previous project continues in use. For example the investment in a knitting machine for making sweaters has had good effects. UNAPD provided it under the MEP project. Now, both BISOU and UNAPD members use it. The previous UNAPD MEP project initiative of promoting VSLA-schemes has also continued in the districts where MEP used to operate. Importantly, it is now being adopted by project partners such as SIA members in Mubende and Kabarole, and has been identified by the Team as a good strategy for empowering members, which is why it could be further strengthened and expanded.

Overall fundraising strategies

It is crucial to prepare fundraising strategies in the upcoming review of the organisations’ new strategies, which it is envisaged will be prepared for two organisations during 2017 with sources other than the Project. It is of paramount importance that the new capacities are put to work in the search for i) government programmes; ii) private sector sponsorship (e.g. sports); iii) other donors; iv) continued promotion of membership payment¹⁷; and v) promotion of savings.

¹⁶ The fact that no transportation allowances are paid for participation in sports activities in practice implies a hindrance for some of the participants who use wheelchairs, and was mentioned as an obstacle to participation. However, the solution is probably not that the project pays transportation, but search for collective solutions as the example in Mubende shows. While not all PWDs can expect to gain access to a bus, others solutions may be found; e.g. the importance of selecting sports locales that provide some kind of accessibility for persons using wheelchairs.

¹⁷ In the coming two years it will be interesting to observe if there is a relationship between those members involved in income-generating activities and those members who are willing/and have the ability to pay membership fees.

For UNAPD, an exit strategy has been formulated, which states that at least 10% should be covered by local and national contributions during the Project and that at least one other donor contributes to core costs. In fact, for both 2015 and 2016 other donors seem to contribute with 45%, indicating good efforts for sustainability (see annex 5 for details).

Possible intervention areas for future collaboration

The Team found that the processes initiated, especially in the new districts, require a long-term perspective and also support for some years more before being sustainable. Having noted the commitment from both Danish and Ugandan partners to work together, the Team therefore also recommends that a second phase should follow this first Project. The **design** would include lessons learnt from the present Project, including a closer financial management monitoring, the continuation of some of the indicators, an involvement of DHF in supporting monitoring.

The **content** of the second phase would focus on: i) Consolidation of the present districts, and possibly expansion to a few other districts.¹⁸ In some cases, where not all three organisations are present they - in coordination with NUDIPU - may “cover” for each other in terms of linking e.g. members from BISOU and SIA with the national level. ii) the present components of awareness and empowerment at local, district and national may be continued, but packages of training material may now be consolidated, e.g. through a handbook for Organisation Development for district level and focus on “hands-on” experiences using the trust fund for advocacy. iii) Use district evidence of needs in health, education and IGA in national advocacy. iii) Parents Support Groups combined with savings skills could maintain an important part for empowerment at local level. iv) Women With Disabilities’ rights are violated - a special attention to advocate for their rights may be necessary. v) Increase coordination with NUDIPU on national budget advocacy, and streamline the organisations’ advocacy with NUDIPU’s advocacy work. vi) wherever possible, increase joint fundraising with other NUDIPU members in order to avoid competition among many not so big disability organisations. The Team has noted that UNAPD would like to work more on WASH (water, sanitation, and hygiene issues). UNAPD also highlighted the need to scale up the Child-to-Child training approach, as it has proved to be a good practice in promoting increased enrolment and retention of CWDs in schools, in addition to contributing to the formation of Parent Support Groups. SIA has, as indicated under “efficiency”, requested to have a direct Danish partner, and the possibilities for this is being investigated in Denmark. The Sports Committee has indicated a number of areas to take into account, such as a) the need for more sport group formation, since this brings together SIA, BISOU and UNAPD members; b) the need to continue lobbying of sports among national and district stakeholders (inclusion of Disability Sport for in future plans and budgets; c) the facilitation of Sport Galas/tournaments, as these motivate members; d) OD and capacity-building training for sport groups in order to bring about sustainability; e) economic and skill development, such as savings among sport groups to improve the lives of individuals participating in sports; and f) more engagement with the Mubende Rehabilitation Centre through sport activities in order to advocate for other issues important to SIA, BISOU and UNAPD members.

New ideas regarding the trust fund should also be discussed. It could for instance include a further degree of graduation whereby smaller amounts are given to new branches in the districts, while larger amounts can be provided if a more experienced district wishes to access funds, as long as it can demonstrate it meets higher requirements on the ability to undertake advocacy activities.

¹⁸ It may not necessarily be new project districts for the project, but rather to let as many as possible of the present project districts be covered by all organisations, since in some of them only one of the organization is active.

7 CONCLUSIONS AND RECOMMENDATIONS

Based on findings as presented in the previous sections, the following conclusions can be reached, structured according to the issues prioritised in the Terms of the Reference for the Mid-term Evaluation:

Relevance: The Project is considered highly relevant as a means by which to build capacities at the three disability organisations and thus empower their members. The chosen methods and training sessions have promoted change at **individual level** (persons who previously preferred isolation now participate actively in day-to-day activities). Some of them also participate as active members in local organisations. This means that the Project has also had a mobilising effect at **district level**. The training provided to the new leadership has enhanced democratic values, including the importance of elections and teamwork among the Board members, as well as the functioning of new branches. Relevant training material has been used to promote accessibility for, awareness about and attention to children with disabilities (the child-to-child approach). Advocacy training at local and national level is relevant to needs, but has yet to be applied, meaning that more practical ways of promoting advocacy may be considered.

Sports activities have also been relevant in engaging previously inactive PWD from the three organizations. There are indications that these persons may engage as members in the organisations. In some cases they are establishing CBOs, thereby giving PWD the possibility of applying for support from their district. The establishment of organisational structures opens up the possibility for further organisational development and involvement in setting up democratic structures, clearer goals, etc.

As might be expected with a rights-based strategy, the Project falls short as concerns attending to the immediate needs for livelihood support for PWD. Some of those interviewed – and even staff among the partners – therefore indicate that in order to be more relevant to PWD needs, the Project should try to shift its strategy so that more tangible results can be achieved. The Team understands the pressure for immediate means that may increase income but does not recommend that the project shifts its strategy. The Project has been designed to build capacity, and the idea is that empowerment should, in the longer term, make individuals, district associations and even national organisations capable of accessing resources, including health, education and economic empowerment. And in fact, the Project does also allow for types of capacity-building which have an immediate impact on people's lives. One of them is the promotion of savings groups, which both helps to organise PWD and enables them to save funding for concrete items, such as school fees for children, construction, machines that may improve livelihood conditions, etc. In addition, the Project's use of a trust fund provides possibilities for improving skills that lead to better livelihoods.

Effectiveness and achievements: The most important achievements are considered to be: 1) improved capacity to work together as three organisations; 2) for BISOU: the Project has enabled the establishment of 8 BISOU branches at district level in the 8 Project districts. It has increased membership from 275 to 950, cut at April 2016. Registration of all BISOU branches at district level and some self-help groups within the district as community-based organizations; 3) for UNAPD: initiated the promotion of accessible infrastructure in the educational sector through advocacy with the Ministry of Education (for example, the Mukono District Association lobbied Appropriate Technology Centre (ATC) to construct an accessible latrine at Bishop West Primary School, one of the inclusive Project schools in the district); further, there has been promotion of attention to children through the trained teachers in “*Child-to-Child Participatory Approach*”, which has changed the attitudes of these teachers towards CWD); 4) for SIA: the promotion of new districts, and gaining visibility. This has been done

through activities in which SIA has empowered its membership through PGTs for self-esteem, quality of life and independent living. Likewise, the PAP training helped SIA members to become farmers, engaged in raising poultry and quail. This has improved their household income and reduced dependency on others; and 5) the trust fund seems to have stimulated capacity to present proposals and even initiate and manage these.

The envisaged joint national advocacy has yet to take off. As mentioned, district advocacy has begun but is not yet being done systematically. Obstacles to advocacy have several dimensions. Regarding advocacy for accessing government programmes, some of the guidelines do not sufficiently favour PWD. In other cases, new branches still do not know enough about how to apply for government programmes. Finally, the amount assigned to some of the government programmes does not allow for many PWD to gain access. There is therefore a need to intensify advocacy, provide basic information to districts and carry out national advocacy so that amounts and guidelines make it possible for PWD to access the programmes.

Sports have, as mentioned, been a means by which to reach out and bring in new members. Synergy has taken place with some of the previous UNAPD activities receiving support, such as trainings in savings, given that the sports groups also engage in trainings. The establishment of CBOs for some of the sports groups means that a clearer involvement of these groups could be achieved through OD activities.

Regarding the challenges, there are areas such as attention to health issues, where arrangements are made with hospitals on drug delivery. However, the demand for drugs among PWD in the supported districts is still high.¹⁹

If the Project is assessed according to the 48 results indicators and the 15 objective indicators, it is slightly behind schedule. In some cases this is because government and district authorities have not been receptive to the proposals introduced by the three partners and their members. However, it will be important during the coming years of implementation to document as clearly as possible how partners have contributed to results. It will be acceptable that not all targets are achieved if it is well documented that partners have done their utmost to influence duty-bearers.

Efficiency, with a focus on governance structure

The Project brings together six partners from Denmark and Uganda, including political and technical committees, as well as a Sports Committee. This implies a rather complex set-up. It has taken some time to make this work efficiently, especially in the initial period, when there was a turnover of two executive directors. The flow of communication has been a challenge, but has improved. SIA has indicated the need for a Danish partner; an issue which DHF is trying to take into account. Regarding the Sports Committee, members in Uganda should continuously be reminded to inform the Danish member in Denmark about activities. The Annual Stakeholder Forum contributes to a higher degree of involvement by partners.

The Team noted that the new DHF representation introduced after 2014 is working adequately and that partners are happy with this additional possibility for involving DHF. The Consultant Team also finds that the DHF representative could have additional roles in his support to the M&E process.

¹⁹ The Team recognizes that it may never be possible to satisfy 100% of the PWD demand for drugs. Notwithstanding, it may be useful to consider whether national advocacy could provide just as much impact as the focus on Regional Referral Hospitals, so that the Project works strategically at both levels.

The M&E is at present stressing mainly “activities carried out.” The 48 results indicators were measured for the first time in December 2015, and although a status was established for most of them, one of every six indicators was not measured. Likewise, measurement was used only to present the current status to the Danish organisations, but not for further analysis or advocacy.

The Team finds that some of the most complicated indicators can be deleted and the matrix could – with some adjustments – be used. The DHF representative could play an important role in preparing a brief status report and by commenting, analysing and supporting the M&E process, similar to the functions other DFH representatives carry out in other parts of the world.

The Team found several issues regarding financial management that need to be attended to. First, there is a need for clarity regarding procedures for approval of annual plans of the partners. Second, there is a need to attend over/under expenditure in relation to the current budget. Third, there is a need to ensure sufficient funds to all partners for the rest of the Project period, by making reallocations. In general, there should be a much closer follow-up on expenditures, so that every quarter all partners know how much has been spent by the Project.

Sustainability

The Team finds that the quality of part of the capacity-building can already be said to be sustainable, especially since the activities carried out are low-cost. This goes for the following: i) the training on personal empowerment: it is clear that an irreversible process has initiated, providing individuals with new skills through their participation in training and self-help groups. The Team is of the opinion that the new skills acquired will be continued; ii) skills acquired regarding savings are also sustainable. The present Project is about to initiate training in savings, but the previous MEP project training in these issues are still on-going; iii) some of the organisational skills related to how to organise with a board and hold meetings will still continue.

Today, advocacy at district level still implies funds for mobilisation and transport. The Project also provides allowances so district employees attend meetings. Such activities will only be able to continue if other resources are identified, and little by little it will be necessary to convince district officials that they cannot expect to receive allowances from vulnerable groups once a given project comes to an end.

At national level, the set-up with a Project Team, including a Project Coordinator, supported by a staff member, an Executive Director for each of the organisations, as well as a staff responsible for sports, should be seen as an investment and is not, as such, sustainable. However, if the three organisations are to continue with support to districts and carry out national advocacy, it is crucial that fundraising continue and it is important to formulate a fundraising strategy. All three organisations have initiated fundraising with good early results, but more will be needed in order to substitute part of the Danish Project. UNAPD is already preparing for the DHF’s progressive exit strategy. According to figures received from UNAPD, 45% of the core costs are financed by donors other than the Danish in 2015. This is commendable and actually higher than the exit strategy calls for in 2016 and 2017.

The partners have also requested the Team’s view on how OD strategies at district level can be made sustainable. The question raised in the ToR is whether the Project should first empower the membership with livelihood skills to improve on household incomes and later advocacy skills for human rights respect and integration. The Team finds that the Project’s emphasis on promotion of advocacy skills is the Project strategy and should be maintained. Notwithstanding, it is also envisaged to promote village savings and loan associations in the coming months. The Team finds that this is an opportunity to promote skills that can also contribute to improved livelihood. Therefore, the OD

strategy has almost already been carried out: OD tools and advocacy skills have been introduced, but are yet to be fully used in practice. The last two years of the Project must focus using these skills in practice, as well as supplementing these skills with the promotion of savings groups. The Team does not find it is a matter of one or the other (“advocacy *or* savings”). After all, savings can be a quite simple matter, a supplementary activity which PWD can be engaged in at any time. At national level, it is important for all the organisations to have advocacy strategies, which should be part of the organisations’ overall strategic plan. Since the existence of a strategic plan is a precondition for focused advocacy and fundraising, it is also important for each of the three organisations to have such a plan.

Possible second phase

Having expressed in the foregoing that sustainability is not fully ensured, the Team finds that a second phase of the Project should take place in order to consolidate the work being done in the current districts – and possibly in a few other districts - and also to carry out fundraising strategies. In section 6 of the report a number of suggestions has been made regarding the possible content for a second phase. The strategy for advocacy should be more practical, i.e. promoted as coaching, with concrete examples, rather than “class-room” training on advocacy. Much more emphasis should be made on promoting links between advocacy at district and national level. The latter should use the evidence and examples from the districts to promote proposals. Regarding capacity building, organisation development should still be promoted in areas such as:

The partnership may gradually change from one in which the Danish organisations are “funders of district and national activities” to a situation where the Danish partners support other areas, such as international advocacy, contact to fundraising, and specific technical assistance. The Ugandan partners have indicated that Danish partners could play a role in connecting to other Nordic partners. The Team has also informed the Ugandan partners that in 2016 the Danish organisations are also undergoing cutbacks. Notwithstanding, further development of the partnership should continue. As mentioned above, during Project preparation it may be considered how to attend to the members’ need for livelihoods through e.g. training in VSLA. Regarding monitoring, the Project will, based on the experience with reporting during the coming year, consider whether the DHF representative can provide sufficient support in this area, or whether a second phase should include an officer in charge of M&E for all three partners.

The current set-up can be maintained during a second phase, although gradually DHF may finance less staff if other sources also contribute, as part of an exit strategy.²⁰

Recommendations

Based on the observations made earlier, the Team indicates the following recommendations:

- 1) To **strengthen financial management & monitoring**, including communication between Denmark and Uganda. It is recommended to carry out the necessary clarifications of the present budget expenditure situation as a preparation for a dialogue on this issue. The suggestions made in chapter 4 on this issue can be followed. The overview of expenditures should be carried out on a quarterly basis in order to follow the use of funds related to key results and objectives in a strategic manner. Consideration to train steering committee in focussed financial management and tracking

²⁰ Ideally, the organisations should try to keep their staff. At present, the partner organisations receive financing only of skeleton staff (SIA, 3 persons; BISOU, 4 persons; and UNAPD 3 persons. One person has been contracted for sports and is directly attached to the Project.) However, other sources may help to finance staff so there persons can continue working and ensure a speedy implementation of activities.

- 2) **Attend to expenditure issues:** Regarding the organisation that has used an important part of its funds: i) it is urgent to verify the exact expenditure made by the organisation as an input for the upcoming meeting in May 2016 where a decision should be taken on how to ensure continuation of its individual component during the rest of the Project duration. ii) Likewise, it is important to continue to carry out activities in relation to two results (health, national advocacy), where most funds have been spent, but results are not yet completed. The Team finds that national advocacy may not necessarily be costly and may be financed partially within the overall amount of funds for joint activities - or if combined with the collection of evidence from the field- other budget lines (local empowerment/district) may contribute. According to DHF, one organisation has spent below expected level in 2015, and the reasons behind this should be identified in order to improve future implementation.
- 3) **Monitoring & Evaluation:** The M&E of indicators at objective level should come to life, and there should be a continued focus on overall outcome/results indicators, so that a detailed annual status situation for them as part of an Annual Report can be presented. The Team recommends clarifying methodologies for some of these indicators, deleting others and adding suggestions for how these status reports can be presented (see annex 7)²¹. Being unable to reach all targets should not be a source of embarrassment, since not all depend on the Project. If targets are not reached, this may in itself be a reason to intensify the advocacy work. It is also recommended that all partners quarterly should include a Status Report on two of the indicators they consider most important. Likewise, they should produce an annual status of the indicators for the Fourth Quarter Report as an input for the annual stakeholder meeting. In addition, the DHF representative should support the M&E process. It is recommended that he prepares his own, brief report where he makes a summary of the status for each of the indicators at objective level and comments on progress as an additional input. Where possible, the analysis should be an input for advocacy. Enhanced documentation of achievements and using them for further advocacy – including policy briefs.
- 4) **Prioritisation of the activities: Advocacy.** Among the different adjustments suggested in this Report, the Team find that specific attention should be paid to promoting the national advocacy, including how it can build on evidence and activities in the districts. The joint national advocacy is the issue which has had less progress. In the districts, the lack of access to government programmes should not be seen as “the final word” for the disability movement. Instead, problems documented in writings from districts should be evidence for national advocacy. The Team finds that the organisations’ initial proposal to focus on a specific programme (e.g. the youth livelihood programme) at national level is a good one. If the organisations find they have evidence already from the field on why PWD have not gained access to one or more of their needs, they can carry out national advocacy. Use of NUDIPU strong voice would be relevant here. The Team is left with the impression that the use of evidence from districts in national advocacy has not been attempted sufficiently. If this is the case, the national advocacy work may include making contact with three test-districts where district leaders have joined efforts to hold preparatory meetings with the district. In particular to advocate for enhanced access to Youth Livelihood Programme funds, Persons with Disabilities may join with non-disabled ones in carrying out a proposal or making the “special case” for a district proposal in order to obtain a reaction from the districts and central government. In addition, national analysis of the budget assigned to the programme – and how PWD have benefitted - should be made.

²¹ The Team also noted suggestions for joint tools used in data collection on joint indicators (e.g. those regarding involvement of members in poverty alleviation programmes, improved quality of life, others). Comments regarding these joint tools have also been provided in a separate input to UNAPD.

- 5) **Health:** All Project funds related to the result: “health service duty bearers engaged with PWD to resolve primary health issues” have already been used. However, not all targets have been reached. The Team finds that activities in this field are still relevant. Non-costly national advocacy would imply a dialogue with duty bearers and donor programmes supporting the government on e.g. the essential list of medicines & health supplies to ensure that relevant and sufficient drugs for the three organisations are provided at the primary health centres.
- 6) **Training approach:** Training for advocacy purposes should adopt a hands-on approach in addition to “classroom training.” For example actual coaching, whereby national staff accompanies persons from the districts in preparing advocacy proposals in order to see how far they can get in terms of accessing the government programmes, especially those that are difficult to access, such as the youth livelihood programme. It is also recommended to continue with the joint training strategy, as it has been identified to be beneficial. However, at district level joint plans for implementation of the trained aspect including the advocacy may also be considered. Finally, it would be useful to compile the organisations’ different training material, in order to finalise with a joint reference material on issues such as OD, advocacy, M&E, self-help group manual. Hereby, the organisations would have a single training package for district use for each of the organisation’s needs. Training in future districts may even be carried out by representatives from already trained districts.
- 7) **Sports** have been a good instrument for involving PWD in the organisations. The practice of combining sports with establishment of savings group may be expanded. It could be considered to provide more information on organizational development to groups of persons involved in sports who want to get involved in additional activities. Sports may also be expanded to other public spheres, such as the schools where there are CWD in the present districts. In fact, other districts that show interest in sports (e.g. Lira) may pilot some activities.
- 8) A **new advocacy strategy** is prepared for each organisation, and it should ideally become part of their upcoming overall strategy (to be formulated soon in 2016 for BISOU, UNAPD) and be coordinated with NUDIPU’s advocacy priorities. Due to the importance of the strategic plan (for formulation mission, advocacy, and to be used for advocacy), the Project may -within the present project - assign funds for its preparation where relevant (UNAPD, BISOU).
- 9) **Fundraising strategies** should be part of the organisation’s new strategic plans, and some of the fundraising can also be coordinated with NUDIPU. It is important for all organisations to build on the present fundraising efforts and diversify funding as much as possible to ensure sustainability of the Project. Sources include: national government, districts, other donors, special events, private sector, membership contributions or reduction of costs.
- 10) **Second phase:** A second Project phase should be prepared in order to ensure the sustainability of all activities. The Team has noted that DHF is investigating possibilities for identifying a direct partner for SIA in Denmark, upon request by the Ugandan organisation. Such a new Danish partner could be included in the preparation of the aforementioned second Project phase. A new Project will consolidate the current districts where the partners operate and possibly include a few more (or support to e.g. one or two partners in districts where only one partner has been present during this phase). A model for training, including empowerment, organisation development and advocacy should be prepared for possible new districts. A few new themes, such as a clearer focus on women’s rights and others mentioned in this report (section 6), may be included.

ANNEXES

Annex 1	Terms of Reference
Annex 2	Summary of the methodology applied
Annex 3	Proposed Process Action Plan
Annex 4	Programme visit and persons met
Annex 5	Possible targets for fundraising and resource mobilisation
Annex 6	Examples of Trust Fund results tracking framework at district level.
Annex 7	Specific recommendations for the monitoring matrix (separate file)
Annex 8	Overall Budget expenditures (separate file)

Annex 1: Terms of Reference (TOR)

Terms of Reference:

Mid-term Evaluation Of “Capacity Building for Sustainable Development” Project Uganda

Field visit: April 11 – 22, 2016

1. Background

Uganda is one of the few countries in Africa with a Disability friendly legal framework. It includes the ratification of the UN Convention on the rights of PWD, provision of disability friendly clauses in the 1995 Constitution, the Local Government Act 1997, Equal Opportunities Act 2007, PWD Act 2006, the Building Control Act 2013 and National policy on PWD of 2006. The Disability Movement in Uganda has played a key role in the promotion of disability rights both at national and district level. Notwithstanding, the Persons with Disabilities are confronted with several problems, which may be analysed in three dimensions:

- Un-empowered PWD are not able to exercise their citizenship rights due to poor implementation of government policies and programs by the duty bearers
- Better implementation of policy will not be realized without better ability to express their rights on the rights holder side.
- The capacity of the disability movement to bring pressure to bear on duty bearers depends on an active and empowered membership.

The Project “Capacity Building for Sustainable Development” – implemented from January 2014 to December 2017 with a budget of 13.2 million DKK – intends to attend these problem dimensions. After several years of collaboration between some of the Danish and Ugandan partners, this Project represents the first joint initiative between six partners. The idea for this Project has been nurtured by the growth of several new Organizations of People with Physical and Cognitive Disability in Uganda in recent years. The three Ugandan partner organisations are: Brain Injury Support Organisation of Uganda (BISOU), Spinal Injury Organisation of Uganda (SIA), and Uganda National Action for Physical Disability (UNAPD). The three Danish partners are the Danish Association of the Physically Disabled (DHF), Danish Brain Injury Association (DBIA), and Danish Sports Organization of the Disabled (DSOD). DHF is lead. The Project is expected to contribute to the following development objective:

“People With Disability in Uganda have attained independent lives – i.e. are mobile, are recognized as full citizens by society, have access to government institutions and services and have a livelihood – and their organizations are a united, respected and a legitimate voice in society advocating for PWD rights and interests.”

The Project has the following three immediate objectives:

By 2017, 6000 PWD in 25 districts have improved their quality of life through personal empowerment (6000), access to Education (120), Health (1500) and Poverty Alleviation Programs (1300).

By 2017, 29 District Associations of BISOU, SIA and UNAPD are functioning transparently, democratically and efficiently, and are actively pursuing self-defined advocacy, membership empowerment and resource mobilization goals.

By 2017, SLA, BISOU and UNAPD at the national level are functioning transparently, democratically and efficiently, carrying out established district intervention strategies for OD, have established common policy platforms on vital issues, and have financial independence strategies in place (BISOU, SLA) or are advancing significantly (UNAPD). Partner OPPCDs are engaging with at least 3 other national OPPCDs.

As stated in the Project proposal, the number of people who will directly benefit from the activities of the Project is an estimated of 6.315 PWD, of which 1.284 are from BISOU in nine districts, 440 PWD from SIA in four districts and 3.791 PWD from UNAPD in 16 districts, meaning that the Project will work in at least 25 districts.

The main strategic line for each of the objectives is:

Objective 1 (Empower PWD at the individual level): This will be done in the three areas: education, health and Poverty Alleviation Programs. Strategic services will include accessibility check lists for building inspectors (so that buildings relevant for the three areas are accessible), formation of parents support groups for CWD²², support to the Cognitive Rehabilitation Unit in BISOU, sports at Mubende Rehabilitation Centre, training in income Generating Activities. They also involve awareness activities like local radio talk shows, workshops with local officials.

Objective 2 (Empower rights holders at Sub County and district level): This will be done according to district intervention strategies developed by each organization. The capacity building activities include: for example, for the 13 District Organizations of BISOU and SIA, Strategic services/interventions like formation of Self Help Groups/ Associations, and Peer to Peer training to mobilize and enable PWD to see themselves as leaders, organizational development interventions, among others. This is followed by support to mobilize and hold general assemblies to democratically elect new leaders

Objective 3 (Rights holders unite at national level): This involves training for national leaders, support for Board meetings and general assemblies, support for national advocacy work, and support for communication, monitoring and learning in and among the three partners.

A component has been defined for each Uganda partner. Each component has its own budget and the organization will then assign the necessary staff. The Project also includes *joint activities and disability sports which* are cross cutting activities, *advocacy activities* and *a joint training programme*.

The Project set-up includes two steering committees (in Uganda and Denmark), one Project Coordination Committee in Uganda and a Sports Committee. The Steering Committee is the political level/organ, where – in the case of Uganda the presidents are the members, while the executive directors and/or Project coordinators of the three Ugandan organizations are members of the Project Coordination Committee. In Denmark, the DHF holds the coordination. DHF's staff member coordinates contact with the Ugandan partners and participates in the North Steering Committee together with a representative from the two other Danish organisations. DHF coordination with partners has since May 2015 been reinforced by the appointment of a DHF Uganda Representative (a Uganda national based in Kampala).

First experiences: Good progress and challenges

The annual reviews include information on “Most Significant Changes” which are discussed at Yearly Annual Forums. Some of the examples from the most recent forum held in Dec 2015 are mentioned below (in brackets is the organization who mentioned the change):

²² UNAPD redesigned its approach in December 2014 to place more focus on Parent Support Groups, as compared to the original proposal.

Objective 1:

- Improved and quick empowerment of PWD quality of life through awareness-raising.
- Increased confidence & self-belief among members (DHF-Uganda's representative plays good role).
- Improved accessibility in school facilities for more enrolment of children with disabilities, e.g. Bishop West Primary School in Mukono (UNAPD Mukono).
- 2 children with spinal injuries were taken back to school after being trained during peer group training (SIA Iganga).

Objective 2:

- Membership increase in Kiboga District (SIA and BISOU).
- More PWD forming into groups as platforms for advocacy for their rights. (UNAPD).
- Membership mobilization for the PWABI and caretakers has increased in Bugiri (BISOU youth Bugiri)

Objective 3:

- Improved communication and information flow between the three organizations (BISOU)
- Improved cooperation between SIA, UNAPD and BISOU (DHF)
- SIA membership has grown from 580 (2014) to 755 (2015) (SIA)
- Contrary to the situation in 2014, all stories of change in 2015 were about positive changes or opportunities. Challenges had to be brought out specially, by a question from the facilitator.

While it is positive that focus is on progress, not all changes are tangible. A status for the indicators in the log frame for December 2015 is presently being prepared. The stakeholders have recognized some areas that may need more support, including advocacy and a broader approach to capacity building beyond the very important training activities.

While the structure includes all major stakeholders, it also is somewhat complex, and communication and coordination has been a challenge, especially in Uganda during the first year. Likewise, DHF's program officer in Denmark has struggled to find sufficient time for supporting the establishment of a monitoring system.

Consequently, and as a general strengthening of the Project – as a result of the first annual review at the end of 2014 – it was decided to employ a Ugandan national who would be serving as a combined training adviser and DHF representative in Uganda.

The UNAPD management, especially at the level of Executive Director has changed during the first period of the Project. The Executive Directive before the start of the Project willingly left, and a new ED was hired. However, due to lack of transparency and other management issues, this ED was also changed and currently a new person has now been contracted as the new Executive Director. The monitoring and Project learning process, as well as communication of experiences and best practices are areas where more attention is also needed.

These first experiences will be taken into account when carrying out this Mid-term Evaluation. The Mid-term Evaluation is carried out as part of the envisaged M&E tools described in the Project document. The Team which carries out the Evaluation is formally hired by the DHF.

2. Purpose of the Mid-term Review

The overall purpose of the review is to provide the six partners with:

- An assessment of results achieved, and also to carry out an assessment to find out whether the Project is moving in the right direction according to planned targets. The review may touch upon potential outcome as well, although it should be taken into account that this is the mid-term of a first Project phase, where little can be said about outcome and impact. Of special interest is:
- Recommendations for the future work of the six partners and their collaboration.

3. Scope of work

3.1 Overall approach

The Review Report must provide an overall assessment of the extent to which the Project objectives and results have been reached. The review will both focus on overall status for the envisaged results in the Project Document as well as on cases & changes that can illustrate achievements or challenges. In addition, the review will focus on the relationship and relevance of the different components, particularly on the strategy for Organisational Development (training and other elements of OD).

The review will include a forward-looking perspective, where building blocks for an upcoming phase will be outlined.

3.2. Issues to be covered

The review will cover relevance of activities, effectiveness and sustainability and, to the extent possible, overall considerations on efficiency (with focus on the set-up):

(1) Review of progress:

Relevance of the overall Project strategy and of the methods applied within the Ugandan and the partners' context, including:

- Examine the tools used and their efficiency
- Main tool/method for capacity building is training. Is this working well?
- Should additional tools/methods be considered to promote capacity building?
- Are the methodologies used in the partner components and district capacity building most relevant to attend identified problems?

Effectiveness & synergy between partners:

- Are results & achievements on track to reach the planned goals?
- Advocacy is considered weak. What are the bottlenecks?
- Does the Project facilitate synergy and additional results between components and activities? For example, how is synergy of sports with the rest of the Project? How is it contributing to build membership capacity?

Project efficiency with focus on governance structure:

- Is the governance structure and flow of communication contributing to an efficient implementation?

- Is the DHF representation introduced after 2014 working adequately?
- How is monitoring carried out? How can it be streamlined and systematised in order to contribute to efficient learning and sharing processes? An analysis of an effective but simple monitoring mechanism which can suite all the three partners but also easy to develop monitoring tools for data collection and analysis.

Sustainability of the partner activities in organisational and financial terms:

- Is the quality of the capacity building carried out by the three organisations sufficient to ensure sustainability?
- Any light on sustainable District OD strategies will be welcome, i.e. how best to empower the membership in order to be self-sustaining even without the Project (e.g. should we first empower the membership with livelihood skills to improve on the household incomes and later advocacy skills for human rights respect and integration, etc.?)
- Is UNAPD ready for the DHF's progressive exit strategy and has DHF planned at the right time?

(2) Outline of **possible intervention areas** for future collaboration:

- Possible options for strategies regarding advocacy and capacity building (organisational development)
- Discussion of post 2017 perspective & priorities (present or new) to be included in future projects, including inputs or ideas on possible directions for the partnership after the Project ends.
- Discussion on whether the partners find that there is a need for changes in organisational set-up.

Regarding the discussion of future options, a comparative perspective with DHF's support to partners in Latin America would be welcome, including opportunities for learning and sharing.

4. Methodology

The overall approach is participatory, consultative and constructive-critical, which in formal terms means that Project stakeholders will be asked to comment on Terms of Reference, Inception Report, Debriefing Note and the Final Draft. More important, it also means that all main stakeholders will be invited to contribute with information, opinions and to be part of the discussions with the Team during the review.

The assignment will initiate with a Desk Review (of progress reports, annual reports to Danida and other material). Interviews in Denmark with key persons from the three involved Danish partners will be carried out. The partners will submit proposals regarding which districts the Team should visit. It is proposed to visit at least five districts in different parts of the country; 3-4 districts may be among the "best" and two "less successful." Transport and other logistics should be considered.

It is expected that consultants will initiate in Kampala with interviews during 11 and 12 of April with all relevant Project staff/leadership as well as national duty bearers. The visits to the districts should be carried out from April 13 to April 15 and from (part of) April 17 to April 19. April 16 will be set aside for preparation of the Debriefing Note. Follow-up meetings in Kampala may be held on April 20. A debriefing session will be held on Thursday 21 (afternoon).

Final meetings and adjustments of the Debriefing Note may take place on Friday 22.

In Uganda, the following institutions and individuals should be visited:

- DHF representative/training adviser.
- Relevant staff from district and national authorities.
- Representatives from all the Project committees (this may not necessarily be with all persons of the committees at the same time, but could also be individual interviews as part of the meetings with the partner leadership and staff meetings).
- The partners' leadership, and leadership at district level.
- The partners' Project staff and executive directors.
- PWD at local level, who have participated in activities.
- Other key informants with specific knowledge of the disability sector.
- DHF will decide whether the Royal Danish Embassy should be visited.

The Debriefing Note will be discussed with representatives of the partners (steering and project coordination committee) at the end of the review. The review findings in the Project will be discussed as well as the ideas to possible future invention areas beyond 2017.

5. Output:

The outputs of the review should include:

- An Inception Note outlining main findings from desk material and methods, and a proposal for the sequence of the programme visit.
- A Debriefing Note with main findings presented in Kampala before departure of the consultants.
- A Report of approx. 25-30 pages plus annexes.

All outputs will be presented in English. If a Danish summary is required, DHF may assign additional time for the consultants.

6. Work plan

All relevant documentation will be submitted to the consultants by March 7, 2016. For the field study, Uganda partners have proposed best districts as Lira, Iganga and Busia, while weak districts are Kabarole and Kayunga. Final decision will be made at meeting between the consultant and DHF on March 22.

The two consultants will prepare an Inception Note to be submitted to DHF's representative on Monday 28 of March. A meeting will be held by March 17, 2016 between the DHF staff member (coordinator) and the Team leader of the Evaluation Team in order to prepare a preliminary program visit and provide further input to the Inception Note.

The program visit to Uganda will take place from April 9 to April 22.

The Debriefing Note will be handed over to the partners' representatives on April 21 in the morning. The Debriefing Note and the comments made will be the basis for the consultants to prepare the Draft Report.

The first Draft Report will be provided by May 4, 2016 for comments. The Final Report will be handed no later than two weeks after receipt of comments from the partners and DHF/PTU.

7. Composition of the Team:

The review will be carried out by a Team of two consultants: A Danish consultant (Finn Hansen, HN Consultants) and a Ugandan consultant (to be identified). Both should have some experience from reviews or assessments of other similar projects. The Team Leader is expected to have experience from DHF's support in Latin America in order to provide such a perspective. Both consultants will be fluent in English. The consultants may need assistance from the Project Team for translation from other languages into English.

The partners are invited to assign a resource person to be part of the review. This resource person will not receive additional pay for the assignment, but travel costs will be paid for by the Evaluation budget. This person may also serve as a translator, as the case may be.

8. Background documents

Project Document, including application. Also, if the Project Matrix has been revised, it should be included.

Baseline

Annual Status Reports 2014 & 2015 to the Disability Fund.

Agreements between partners and Danish partners.

Terms of Reference for the different governance bodies (Steering Committee in Denmark and in Uganda, Coordinating Committee in Uganda, Sports Committee in Uganda, among others).

Terms of reference for key staff and DHF representative.

Annual Reviews (with focus on Most Significant Change).

Any other publication regarding context or relevant Project activities produced since 2014 that partners find important as inputs for the Evaluation.

Additional material may be added by DHF.

Copenhagen, March 2016

Annex 2: Summary of methodology applied

For a comprehensive presentation of the methodology we refer to the Inception Note prepared by the Team (March 29) where details are mentioned.

The methodology was based mainly on semi-structured, qualitative interviews with individuals, focus groups (preferably small, with three to six persons) and stakeholders, based on the key questions suggested in the Inception Note. Detailed questions were prepared approximately one week before the review begins. Likewise, interviews were held with **other stakeholders**, programme staff, national and local authorities and key informants, such as additional NGOs at national and local levels. The key stakeholders are as follows:

- The DHF representative in Uganda
- Steering Committee (Danish/Uganda) and Ugandan Board members (3-4 members)
- BISOU, SIA and UNAPD staff Project teams (ED, Project officers, administrative staff)
- Rights holders: members of BISOU, SIA and UNAPD
- Coordination Committee, Sports Committee and Grants Committee (trust fund)
- Training adviser

Other stakeholders should also be consulted, including:

- NUDIPU, DPOD-representative, other NGOs active in support of disabilities.
- Duty bearers (relevant ministries at national and district level, council).

Regarding **rights-holders**, the emphasis was on interviews with some of these and their families, both leaders and members in communities within the selected districts. The districts were selected according to the criteria mentioned in the ToR, including both strong and less strong districts, as well as districts from different regions in Uganda. The Team received a good input from the Ugandan partners on districts that could be visited. The programme visit was based on this proposal and was finalised in dialogue with the partners.

The methods used were as follows:

- Desk study and documentary analysis (this Inception Note is based on a study of key reports).
- Questionnaire where partners were invited to provide self-assessments and update relevant data.
- Context analysis based on documentation and key informants who can help identify and describe the challenges faced by civil society at national and local levels.
- Target group assessment: formal and open-ended interviews with Persons with Disabilities who are programme beneficiaries (e.g. who have been trained by the programme).
- Key stakeholders' self-assessment: evaluation of programme achievements by partners, membership and their staff.
- Other stakeholders' assessment: the opinion of other parties involved (the duty bearers mentioned above), as well as key informants (civil society networks).
- Expert knowledge: if possible, interview other local consultants who are familiar with the situation of persons with intellectual disabilities.

Selection of districts

Six districts were selected in such a way that they are representative in terms of variety and types of interventions being undertaken, including examples of activities from all organisations, some of which are joint efforts, including sports. The strength of the organisations in these districts varies also.

The districts selected were as follows:

Districts	Geography	Examples of organisations and activities
Iganga	Eastern region	BISOU, SIA
Busia	Eastern region	BISOU, SIA, UNAPD, sports
Kiboga	Central region	Hospital
Kabarole	Western region	SIA
Mubende	Central region	UNAPD, sports
Lira	Northern region	All organisations, trust fund
Kampala (not district)	Central	Sports (Boccia)

Not all activities have been revised. The team has focused on samples of activities. Therefore the team has taken note of some activities, without having sufficient time to revise them. However, since a status has been made for all outcome indicators, the team finds that the conclusions are based on enough information.

Annex 3: Proposed Process action plan

Summary of recommendations / what	When	Who
1) The partners should strengthen financial management and monitoring.	May 2016	All partners, DHF taking lead.
2) The partners need to attend to expenditure issues, such as over- and under expenditure	May 2016	All partners, DHF taking lead.
3) M&E: i) once a year an Annual Report with all indicators should be prepared; ii) a few unclear indicators should be scrapped; iii) a DHF representative can provide data analysis based on monitoring – which may in be input for advocacy.	May 2016 and follow-up until December 2016.	All partners, DHF taking lead.
4) Prioritisation of activities: there should be an increased focus on national advocacy. Inputs from districts experiences on e.g. access to government poverty alleviation programmes should be used for the purpose. An analysis of the government budget for poverty alleviation programmes and their priority of support to PWD should be carried out.	Define timelines in May 2016	All partners, UNAPD taking lead.
5) Health: The project should continue to promote that health service duty-bearer become engaged in solving primary health issues. National advocacy regarding availability of drugs can be carried out vis-à-vis the Ministry of Health	Define timelines in May 2016	All partners, BISOU taking lead.
6) Training approach: i) it is important to introduce practical, hands-on advocacy at district level. National staff may coach members in the districts and participate when they carry out advocacy activities; ii) it will be important to compile training material on joint issues and ideally prepare a single training package for the district level for each of the organisation's needs. Training in future districts may even be carried out by representatives from already trained districts.	Define timelines in May 2016	All partners, DHF taking lead.
7) Sports: It is a good practice to combine savings/ sports, since it stimulates organisation. It could be considered to provide more information on organizational development to groups of persons involved in sports who want to get involved in additional activities. Further, it should be considered to expand sports to other public spheres (for example, demonstrate PWD's sport skills in schools).	Define timelines in May 2016	Sports Committee with DHIA.
8) Strategies: when preparing the organisations' new strategic plan, it should ideally include the advocacy strategy. The Project could support such preparation of strategies within each component. Joint advocacy should take place not only between the three organisations, but be coordinated with the umbrella National Union of Disabled Persons in Uganda's (NUDIPU) activities.	Define timelines in May 2016	All partners, DHF taking lead.
9) Fundraising strategies need to be prepared. These should also link up with NUDIPU's fundraising activities, whenever relevant, as a way to avoid, to the extent possible, competition among disability organisations for funding from the same donors.	Define timelines in May 2016	All partners, DHF taking lead.
10) A second Project phase should be prepared in order to ensure the sustainability of all activities. The Team has noted that DHF is investigating possibilities for identifying a direct partner for SIA in Denmark, upon request by the Ugandan organisation. Such a new Danish partner could be included	Define timelines in May 2016.	All partners, DHF taking lead.

<p>in the preparation of the aforementioned second Project phase. A new Project will consolidate the current districts where the partners operate and possibly include a few more (or ensure that all partners are present in the current districts). A model for training, including empowerment, organisation development and advocacy should be prepared for possible new districts. A few new themes, such as a clearer focus on women's rights, may be included. In addition, the inputs provided in this Report regarding a new phase (in the sections on sustainability and conclusions) may serve as inspiration for the Project's future development. A number of additional suggestions are presented in the report, including specific recommendations for support to sports activities.</p>		
<p>Other suggestions in report (including on Sports) Page 22.</p>	<p>Define timeline in May 2016.</p>	<p>All partners, especially sports committee will take lead on sports suggestions.</p>

Annex 4: Programme visit and persons met

Sunday April 10:	Arrival to Entebbe. Accommodation in Hotel (Kolping). Meeting between consultants.
Monday April 11:	Meeting with DHF representative, with SIA chairman and meetings with two organisations. Interview with sports staff.
Tuesday April 12:	Interview with third organisation. Interview with Sports Committee Meetings with Ministry of Education Meeting with NUDIPU
Wednesday April 13:	
6:30	Departure to Iganga
11:00	Meetings with district authorities, partners and members.
	The consultants split. One consultant travels to Busia. The other consultant travels back to Kampala
Thursday April 14	
7:00	One Team works in Busia. Another Team travels to Kiboga. In both districts, local authorities, partners, members of the organisations are interviewed. The Team in Busia travels back to Kampala. The Team in Kiboga travels to Kabarole.
Friday April 15	One Team travels from Kampala to Mubende.
6:30	Another Team works in Kabarole. The agenda is similar to the visit April 14. Both Teams travel back to Kampala Friday night.
Saturday April 16:	
9:00	The consultants work with the Debriefing Note.
Sunday April 17:	The consultants work with draft Debriefing Note.
14:00	Departure to Lira
Monday April 18:	
9:00	Visit to Lira district to district authorities, partners, members, NGOs
Tuesday April 19:	
08:00	Return to Kampala Follow-up meetings with DHF, DPOD & UNAPD
Wednesday April 20:	Follow-up meetings Writing of Debriefing Report
Thursday April 21	
08:00	Submission of draft Debriefing Note for discussion
14:00	Debriefing meeting with partners (Steering Committees, Project staff, ED).

Friday April 22

09:00 – 18:00

Meeting Ministry of Works; visit to Boccia groups and follow-up meetings on monitoring with SIA, BISOU and UNAPD.

08:00

Departure by international consultant to Denmark

Persons met

Name	Organization or district/sub-county	Designation	District
KIGAMBO ARAARI	SIAK	C/PERSON	Kabarole
MURUNGI AMOS	SIAK	YOUTH SPORTS REPRESENTATIVE	Kabarole
RUTH BAKIWAIRE	SIAK	SECRETARY	Kabarole
AKUGISIBWE ROBERT	SIAK	MEMBER	Kabarole
BUSINGE EMMANUEL	SIAK	VICE SECRETARY	Kabarole
TUNGU PATRICK	SIAK	V/C. PERSON	Kabarole
MUZAHURA REAGAN		HELPER	Kabarole
TUGUME RICHARD	SIA	HELPER	Kabarole
ISINGOMA IVAN	SIA	HELPER	Kabarole
KALIGIRWA BRIDGET	SIA	HELPER	Kabarole
MBAZIRA DANIEL	SIA	HELPER	Kabarole
BARUNGI BRIAN	SIA	HELPER	Kabarole
MONDAY CHRISTOPHER	KDLG	SCDO ELDERLY AND PIOD	Kabarole
KARUGABA DAVID	FORT PORTAL MUNICIPAL	CDO WEST DIVISION	Kabarole
ENGULU JOSHUA	POLICE	2 ND I/C TRAFFIC KABAROLE	Kabarole

Name	Organization or district/sub-county	Designation	District
MUGABO STEPHEN	VOICE OF TOORO RADIO STATION	KABAROLE	Kabarole
KATIISA PAUL	DISTRICT COUNCALLOR MALE PIODS	KABAROLE	Kabarole
KOBUSINGE DIANA	DISTRICT LOCAL GOV KARAMBI S/C	COMMUNITY DEV OFFICE	Kabarole
KINTU GODFREY	IDLG – Iganga District Local Government	A.C DO	IGANGA
KISIRA JOY	IDLG	S.N.O	IGANGA
ZIKULABE MOSES	BISOU	VOLUNTEER	IGANGA
TIGAWALANA GEORGE	EDUCATION DEPT IGANGA	DIS	IGANGA
NABIRYO MADINA	IDLG	REF LC5 IGANGA	IGANGA
OPIO JOSEPH	IDLG	DRO	IGANGA
DR. MUWANGUZI DG	IDLG	DHO	IGANGA
NAKISINDI MARION	BISOU	MEMBER	IGANGA
KAMADI COROTH	BISOU	MEMBER	IGANGA
ZILAKULABE HASSAN	BISOU	YOUTH LEADER	IGANGA
KABANDA TWAHA	BISOU	C/PERSON	IGANGA
MUTALYA SIMON	SIA IGANGA	GENERAL SECRETARY	IGANGA

Name	Organization or district/sub-county	Designation	District
ATIM JOYCE MARY	SIA IGANGA	TREASURER	IGANGA
WALYOMU DAVID	IGANGA	UC CHAIRMAN	IGANGA
ABENAKYO ROSE	SIA IGANGA	PUBLICITY	IGANGA
BAZIBU SIRAJJI	SIA IGANGA	MEMBER	IGANGA
MULEDHU PETER OBBO	SIA IGANGA	GUIDE	IGANGA
KAKAIRE BADRU	SIA IGANGA	HELPER	IGANGA
KODONDI BRENDA	SIA IGANGA	HELPER	IGANGA
MUTESI FAIMA	SIA IGANGA	HELPER	IGANGA
NASBU MUTESI	SIA IGANGA	HELPER	IGANGA
MEEME MAGRET	BIBOGA BISOU	TREASURER	KIBOGA
SSEMBUUSI ZAC	BIBOGA BISOU	CHAIRPERSON	KIBOGA
NAMUGENYI DORREEN	BIBOGA BISOU	SECRETARY	KIBOGA
KIGGWE RONALD	BIBOGA BISOU	VOLUNTEER	KIBOGA
MUSISI SAMUEL	BIBOGA BISOU	VICE C/PERSON	KIBOGA
LUTAAYA DIANA	D.H.O	SENIOR NURSING OFFICER	KIBOGA
NSUBUGA PATRICK	KDLG DCDO	DCDO	KIBOGA

Name	Organization or district/sub-county	Designation	District
EDWARD SSIMBURA	MINISTRY OF WORKS AND TRANSPORT	COMMISSONER PUBLIC STRUCTURES	KAMPALA
NGIRABAKUNZI EDSON	NUDIPU	EXECUTIVE DIRECTOR	KAMPALA
ROSEMARY NJUKI NAKKUNGU	DPOD	ADMINISTRATOR	KAMPALA
KALYANGO DAVID	NUDIPU	FINANCE & ADMINISTRATIVE MANAGER	KAMPALA
DOREEN MATOVU LWANGA	MINISTRY OF EDUCATION	AG: ASSISTANT COMMISSIONER	KAMPALA
WYCLIFF ODONG	USDC	PROJECT COORDINATOR	LIRA
HENRY NYOMBI	SIA	PRESIDENTE	KAMPALA
MUKASA APOLLO	UNAPD	E.D	KAMPALA
BASOTTA GODREY	BISOU	E.D	KAMPALA
OPOTI SCHOLAR	SIA BISOU UNAPD	P.O	KAMPALA
MWERA HERBERT J	S/A	A.O	KAMPALA
NADIOPE WILLIAM	BISOU	A.O	KAMPALA
SEWNANKAMBO NOAH	UNAPD	SPORTS COMMITTEE	KAMPALA
KAFEERO VINAL	UNAPD	PC	KAMPALA
KINTU TADEO	UNAPD	FAO	KAMPALA

Name	Organization or district/sub-county	Designation	District
NAMAKULA HADIJAH	SIA	P.C	KAMPALA
ACHEN AKELLO	BISOU	P.O	KAMPALA
ANGELA BALABA	SIA	ED	KAMPALA
KYOMUHENDO MYLEEN	SIA	SPORTS COMMITTEE	KAMPALA
ARTHUR BLICK SR	UNAPD/SIA	C/P	KAMPALA
SEMAKA ISAAC	BISOU	C/MAN	KAMPALA
SEBULIBA MICHAEL	DHF	DHF (V) REPRESENTATIVE	KAMPALA
MPAGI SULAIMAN MICHAEL	UNAPD	PROJECT OFFICER	KAMPALA
SYNOLE PATRICK	UNAPD	CAO	KAMPALA
FLORENCE ADONG	ADEKOKWOK	TREASURER	LIRA
OKELLO FRANCIS	LIRA DLG	AG DCDO	LIRA
AWAI INNOCENT	LIRA DLG	VOLUNTEER	LIRA
AMECHO IRENE EMOTU	LIRA DLG	INTERN	LIRA
ODONGO EMMY JOE	LIPHA	C/PERSON	LIRA
DAMALIK MOSES	LIRA DLG	DCAO	LIRA
EKWAN FRANCIS	MULAGO HOSPITAL LIRA	MHR UGANDA NATIONAL COORDINATOR	LIRA

Name	Organization or district/sub-county	Designation	District
	REGIONAL HOSPITAL		
OMARA DJEGETI ORECH	LIRA DLG	IOS	LIRA
OMARA OKELLO M	DU	C/PERSON	LIRA
ABONYO ANNA	LIRA	TREASURER	LIRA
TINO GRACE	LIRA/ADYEL	COORDINATOR	LIRA
ABONYO CHRISTINE	LIRA	V CHAIRPERSON	LIRA
NAOMI AKWEE	LIRA	SECRETARY	LIRA
ODONGO ALEX	LIRA	CHAIRPERSON SIA LIRA	LIRA
OMARA DANIEL	LIRA	HELPER	LIRA
ADONGO SCOVIA	LIRA	HELPER	LIRA
OCOL DUNKAN	LIRA	HELPER	LIRA
AJANGI JANET	CENTRAL DIVISION	YOUTH REPRESENTATIVE	LIRA
ENGOZ PETER	OGUR	V/C/PERSON	LIRA
FLORENCE ADONG	ADEKOKWUK	TREASURER	LIRA
NERIMA DIANA	ADEKOKWUK	HELPER	LIRA
APIO ZOLA BEATRICE	ADYAL	SECRETARY	LIRA
NYERO ANDREW	ADYAL	PROJECT ASSISTANT	LIRA

Name	Organization or district/sub-county	Designation	District
NYANGKIRYA EUNICE	LIRA		LIRA
ADONG CLARA ODYEK	LIRA		LIRA
ODYEK JOHN WALTER	ADEKOKWUK		LIRA
MALABA JOHN	BUYANGA S/C	CDO	BUSIA
WAFULA ENEST	BUSIA	DCDO	BUSIA
REV. BARNABAS MUNIALA	BUSIA	DEO	BUSIA
ETYANG JAMES	BUYANGA	CHAIRMAN	BUSIA
MPAGI SULAIMAN	KAMPALA	PO UNAPD	BUSIA
OBANDIA UMARU	SIKUDA	TRAINER	BUSIA
BARASA GODFREY	DABANI	TRAINER	BUSIA
ORAMISI JOSEPH	BUYANGA	TRAINER	BUSIA
WANDERA JANIO	BDLF	TRAINER	BUSIA
AJAMBO PENINA	MASAFU	C/MAN	BUSIA
LYAIKA LOYCE P	DABANI	CHAIR PERSON	BUSIA
ASUMIN SEMAKULA	BTC	SECRETARY	BUSIA
BARASA JOHN	BTC	SECRETARY	BUSIA

Name	Organization or district/sub-county	Designation	District
SUDI PROSY	BUYANGA	TREASURER	BUSIA
BWIRE THOMAS	LUNYO	CHAIRPERSON	BUSIA
SVEN GÅRN HANSEN	DHF	PROGRAMME OFFICER	DENMARK
TRACY FLEUR PEDERSEN	DBIA	PRESIDENT, SKIVE DISTRICT ASSOCIATION	DENMARK
OLE ANSBJERG	DSOD	IDRÆTSKONSULENT / SPORTS ADVISER	DENMARK
	Mubende - MRC		
Col: Kibuye Micheal	MRC	Deputy Chief - MRC	Mubende
Deo Twesigye	MRC	Sport officer - MRC	MRC
Capt Dennis Ochan	MRC	Assistants sport officer - MRC	MRC
Anwangkani Aldo	MRC	UNAPD chairman	MRC
Baitesi Benard	MRC	SIA Chairman	MRC
Ali Muroga	MRC	BISOU chairman	MRC
Tooko Alfred	MRC	Sport leader Amputee soccer	MRC
Capaleni James	MRC	Sport leader Sitting volleyball	MRC
Malinga Eddy	MRC	Sport leader Badminton	MRC
	MRC		

Andevu	Dennis		Sport leader Athlete	MRC
Bivule	C	MRC	Sport leader Goalball	MRC
Mukiibi	Julius	MRC	Sport leader Boccia	MRC
Etodu	Sam	MRC	Sport leader Table tennis	MRC
Ochan	Dennis	MRC	Sport leader wheelchair basketball	MRC
Namukwaya	Winnie	UNAPD/MUPDA	Treasurer MUPDA	Mubende
Kintu Richard		UNAPD/MUPDA	CM MUPDA	Mubende

The team also interviewed members of the Boccia sports group Klabigalo self-help group, Makindye division; consisting of 20 persons (caretakers and BISOU members).

Annex 5: Possible targets for fundraising and resource mobilisation

As concerns mapping of possible stakeholders for future collaboration, the information is only indicative. It contains some examples for illustrative purposes and is intended as an input or possible tool for the Uganda partners to work with.

The Team is of the opinion that the disability organisations – both the three involved in projects and others which are not – should all collaborate on presenting proposals, especially to larger donors. These do not wish to receive five or six different proposals from a variety of organisations, but rather prefer a single project with strategic proposals, based on which an agreement for support can be reached.

Stakeholders for future collaboration (examples)	Relevance (examples included)	Probability
1. Donors		
Disability Rights Fund		Has already supported.
Terres Des Hommes		May be pulling out in 2015.
Open Society Institute (Soros)		Do.
Trust Fund Gulu		High
Ananda Foundation		Low
Trust Fund Overseas		Low
Children's World		Unknown
Action Aid		Do.
Nominet		Do.
Democratic Governance Facility, window on voice and accountability	High	Medium
KIOS Finland (rights)	High	Unknown
Stephen Lewis Foundation		Unknown
Liliane Foundation	High – has supported at district level.	-
AMDF		-
DFID		-
Action on Disabilities and Development		-
European Union	High	-
Bread for the World		-
Uganda Society for Disabled Children	Collaboration already on-going on accessibility & child education. Potential for national advocacy.	
World Vision	Relevant	
UNESCO		
Rotary		
Cordaid		
Abilis Foundation		
Swedish Embassy / SIDA	Need for alliance with NUDIPU	

USAID	Need for alliance with NUDIPU	
2. Government & Universities		
Ministry of Gender, Labour and Social Development		
Ministry of Education		
Ministry of Agriculture		
District & Local governments		
Community Driven Development		
Disability Special Grant		
The Youth Livelihood Programme		
NUSAF II		
Peace Recovery and Development Plan		
3. NGOs		
NUDIPU /link to DPOD		
NUWODU		
Special Olympics International /Uganda	Already good collaboration	
Kyambogo University	Training of teachers, curriculum development.	
Other universities		

Budget issues for each organisation (according to information provided in questionnaire):

BISOU	2012	2013	2014	2015	2016
Total budget (USD)	-	-	-	-	-
DBIA (DPOD)	30,000	20,000	55,000	57,000	
Lions Club of Brondby.	600	1000			
DRF				17,000	10,000
Wide Spectrum Pharmaceutical Ltd.				1,176	
Own contribution / fee members Membership & Annual subscription fees			500	448	153

Additional information: BISOU does not have a strategic plan, since the present was only up-to 2015.

SIA	2012	2013	2014	2015	2016
Total budget (USD)Projected			\$66,526	\$56,458	\$52,050
(DHF)Actual	\$20,725	\$5577	\$79,049	\$60,917	\$19,280
(DRF)		\$ 20,000	\$41,000	\$19,000	\$30,000
Canadian Surgeons in kind			\$40,000	\$40,000	\$40,000
Abilis Foundation	E10,000	E 10,000			
Fee members		\$1500	\$500	\$500	
heelchairs in kind from latter Day saints		\$1500			
Support from central or local government	N/A	N/A	N/A	N/A	Not yet

Additional information: SIA has a strategic plan. We note that the total budget is lower than contributions; indicating that the budget is the projected; not the final budget.

UNAPD	2012	2013	2014	2015	2016
Total budget (USD)	232,779	230,723	233,846	564,232	631,751
DHF/ DBIA/DSOD	144,742	168,953	209,246	340,270	420,039
DRF	14,615		17,271	41,725	36,493
Wellspring	43,917	56, 141		126,782	136,204
Livelihood(DHF)	15,305				
National Union of Disabled Women of Uganda	2,069			2,069	
NUDIPU	1,724				
DHF(Sanitation Project)				46,973.8	
DHF(News Letters)	136				
Open Society of East Africa					30,995
Own contribution / fee members					
ADD					517
Other internally generated incomes(motor vehicle and projector hires and membership fees)	10,270	5,628	7,329	6,412	7,502
Support from central or local government	n.a.	n.a.	n.a.	n.a.	n.a.

Additional information: UNAPD's strategic plan has expired.

Annex 6: Examples of Trust Fund results tracking framework at district level.

According to UNAPD's files, 12 districts have received funds from the trust fund. Among the six districts visited by the Mid-term Evaluation team visits, three had already had registered the contributed, namely Kiboga, Iganga and Lira. All amounts are Ugandan Shilling (approximately 3,100 Ugandan Shilling to 1 USD).

Name of organization	Target planned	Target achieved ²³	Amount requested	Amount received	Goals achieved vs. proposal	Comments
Kiboga Association of People with physical disability	It targeted PWDs in the entire district to be included in the different development programmes	More groups of PWDs were formed in the district as well as many PWDs were selected to be the beneficiaries in Luwero Rwenzori development Programme.	2,935,000	2,935,000	Planned: To lobby and advocate for the inclusion of PWDs in the development programmes. Achieved. PWDs are now more involved and benefit in the different programmes as they are now prioritized in the district.	
Iganga District Action on Physical Disability	Training 33 PWD in advocacy skills.		3,000,000	1,500,000		Apparently, nothing appears to have been achieved yet but awareness was created. Also, the conducted accessibility auditing in the district created awareness.
Lira Physical Disabled Association	CWD and district stakeholders in the education sector.	Sub-county leaders already engaged in a dialogue meeting and identifying the way forward about lobbying for increased budgeting.	3,000,000	1,500,000	Planned: Designing with stakeholders regarding plans of modification of school facilities in order to enhance inclusive education. Achieved: Lobbying meeting with other players in the district so as to join efforts in advocating for inclusive education.	

²³ It may be considered to try to quantify the target achieved in order to track indicators for Objective 1. For example, have a column in the system for "number of PWDs affected and how."

Annex 7: Specific recommendations for the monitoring matrix

(In a separate file we enclose the status for April 2016 regarding all 48 indicators for results indicators and 15 indicators at objective level).

Annex 8: Overall Budget expenditures (separate file)