

Civil Society Capacity Building Programme Best Grantee Assessment 2007

Evaluation Report

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Prepared by:

Ambrose Kibuuka

E-mail: humancap@airpost.net

Tel: 075-2 264 8226

And

Sam Aisu

E-mail: dv_consult@yahoo.com

Tel: 0782 88 78 34

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Executive Summary

1. Background

The PMU of the CSOs Capacity Building Programme, following implementation of capacity building strategy to fill in the gaps identified in the Grantees Capacity Needs Assessment, designed a best grantee award in best practices. The first phase in the search, which came up with a pre-selected list of 17 Grantees out of the 49, was managed by the PMU.

The second phase was conducted by two independent consultants – focusing on impact, sustainability, effectiveness, and efficiency of the grantees; as the criteria for selection, through ranking of the first 12 whose activities would be captured and included in a calendar. The Grantees ranked 1-5; would be recognized in a special ceremony bringing together other donors, Government, the press and the NGO fraternity.

This report therefore summarizes the findings in this context; and more importantly gives detailed reports on Grantees' work on the ground (Annex 1). There has also been an attempt to capture the impressions of the participating communities on the implementation and benefits of the Civil Society Capacity Building Programme.

2. Summary Findings

- To a good extent the supported organizations under the CSOs Capacity Building Programme have been accountable and transparent to their constituencies; introducing the projects and activity budgets to the communities and involving the stakeholders in periodic review of their work.
- The empowerment processes have mainly related to the target groups engaging local government on their specific needs. The involvement of the wider community in resource planning and monitoring, by a few of the supported CSOs, in order to benefit from poverty eradication efforts remains a slow process and will require attention in the remaining period of the programme.
- The CSOs Capacity Building Programme support to organizations at the grassroots has helped situate advocacy into empirical data collection to validate advocacy agendas, even if documentation is lacking. This should help, in the wider discussions with donors and other agencies, to link nationally based NGOs to the research at the grassroots for credible advocacy at the national level.
- The supported CSOs have created considerable impact in their varied interventions. There is evidence of increased household incomes, formation of marketing co-operatives/coalitions, communities engaging local authorities in dialogue on specific issues, farmers informing the planning and allocation processes of national frameworks like PMA/NAADS. Linkages have been created with specific service providers and agencies; but platforms for engagement have not been created.

Challenges for the Programme

To a good extent, there is evidence of benefits that are specific to the target groups according to the context of the interventions. To that extent has there been engagement between the target groups and various stakeholders – local government and other service providers. In fact, the capacity building support focus of the CSCBP to the supported CSOs to turn them into credible

institutions with sound operational systems evidently brought direct benefits to the target communities in their specific interventions, especially at the group and household level. However, a number of issues should be consolidated.

- There is need to build on the successes of the Grantees to scale up (the use of PRMT), for inclusive participation – women, youth, PWDs and minority groups; for the wider community to plan and monitor resources for poverty eradication, for improved livelihoods and common good.
- Now that the Grantees have evidently benefited from the institutional development training and mentoring, they can be supported further to put emphasis on advocacy (research and documentation, community empowerment for self-organization and engagement with service providers and local governments for appropriate service delivery.
- To contribute to donor efforts in building a vibrant CSOs sector in the country, it would be useful for the CSCBP to bring out evidence-based show cases in on-going discussions among development partners, e.g. in institutional development of CSOs to be accountable and transparent, empowerment processes like farmers running their own marketing systems as replicable exponents etc.
- It would be important for the IOs, CSOs and PMU to engage with the target groups, either in fora or the course of individual visits, to talk further about the exit strategy vis-à-vis the final evaluation

Purpose and Objectives of the Assessment

The main aim of the evaluation was to select from the pre-selected 17 Grantees, under the EDF support, the best 12 for award, in recognition of best practices. This called for review of the Grantees work along the parameters of: Effectiveness and the Methodology; Efficiency; Partnerships, co-operation and links with stakeholders, local and national government; networking with other CSOs and the sustainability of the changes and improvements made.

Methodology

The evaluation process involved documents study at the programme level, by the two independent consultants. Five tools, for data collection, were used in the field for consultation and interaction with the Grantees and their target groups/stakeholders. At the programme level the consultants and the Grantees discussed achievements of the four programme out-puts of the CSCBP, the impact created by Grantees and their institutional efficiency. With the community, the discussions centred on what they had achieved with the support of the Grantees and the sustainability of their activities and work.

Scope of Work

One consultant visited the Grantees in the Eastern Region, covering Busia, Tororo, Soroti, Pallisa and Iganga. In the second leg he covered Kasese, Kabale and Lyantonde districts.

The other consultant covered the Northern Region – visiting Grantees in Nebbi, Lira and Kitgum. During the second leg he visited Grantees in Kampala, Luwero, Kamuli and Mukono.

Findings

Achievement of Programme Objectives (Out-puts 1-4)

(1) Institutional Development

On the whole, the organizations assessed have lived up to the expectation of openness to their target groups. The majority of the Grantees visited are evidently transparent and accountable to their constituencies, employing the following practices: projects were launched with the participation of the district authorities and other stakeholders; activity budgets in most cases have been shared with communities during planning; target groups participate in project reviews and planning for subsequent activities and the M&E training support from PMU, has provided good feedback from the community through community reports.

There is evidence that the aim to make the CSOs more accountable and transparent to their constituencies is gaining root, against the backdrop of rampant corruption in service delivery in the country and the contention on the part of Government that NGOs/Civil Society still do not exercise transparency in revealing their funding.

(2) Empowerment

The empowerment processes undertaken have been contextual and specific to the interventions of the various supported CSOs. Overall, the empowerment of the wider community in resource planning and monitoring has been slow due to, among others, the unexpanded use of the PRMT. However, there are clear examples of empowerment of specific groups and interests in the fields of agriculture, health, and poverty monitoring, as exemplified in the following:

- Formation of savings and credit cooperatives (e.g. VAD, VEDCO, ECCA)
- Communities influencing PMA/NAADS decisions (e.g. KIIDA, TAP, VEDCO, VAD, IDFA,
- Farmers running their own marketing coalitions (e.g. IDFA, VEDCO, VAD)
- Communities linking directly to government departments for technical advice/services (e.g. KIIDA, VAD, VEDCO, KADIFA, IDFA)
- Women councils taking local government to task to explain budget expenditures to the public (AFARD)
- Communities engaging local government in dialogue on healthcare (eg. THETA, TERREWODE, KADO, TAP)

However, the challenge now lies in using these numerous successful examples as focal points to engage the wider community in the implementation and monitoring of poverty eradication programmes to improve livelihoods, consistent with the original out-put on empowerment – “more vulnerable groups in selected districts will be empowered through CSOs activities and become increasingly involved in resource planning and monitoring”

(3) Advocacy

It is noteworthy that the support to CSOs has contextualized advocacy to the district and sub-county levels to help the target groups to solve local challenges. The examples include; carrying out research on herbal treatment of animals to engage technical departments (e.g. VAD,

VEDCO); carrying out marketing research to provide bargaining options for farmers (VAD, KADO, IDFA, VEDCO); election of special interest groups to the executive councils at sub county and district levels, specifically to advocate for their needs (e.g. NUWODU-KAWIDA, IDFA). In fact in most of the successful examples in advocacy, the observation is that *““where the issues are identified with the local people, the people take a lead role and issues stand a better chance to be resolved””*.

This development can contribute to the shared discussions among donors and agencies supporting the growth of CSOs sector in the country; because it constitutes a departure from the usual practice in advocacy, where NGOs based at the national level do not necessarily derive empirical data from the grassroots, which in the opinion of Government can be a misrepresentation.

An outstanding effort has been the drive by AICM in the area of carrying out research to advocate for the human rights of the Batwa, at the local, national and international levels

The areas that need improvement in advocacy are: documentation, information sharing, networking and alliance building, and forming linkages with organizations at the national/international for policy influencing

(4) Appropriate Service Delivery

There are salient examples of empowered communities demanding for: changes in PMA/NAADS service delivery systems and practices; Districts to provide appropriate training to both government and traditional medical practitioner for better healthcare (THETA, TERREWODE, KADO, NAYODEP, and TAP); special interest group representatives at both sub-county and district levels demanding to know the use of budget provisions to improve their plight (NUWODU-KAWIDA).

However, the scope of involvement of the wider community (beyond the target groups of the supported CSOs) to demand appropriate services is still limited. Inclusive participation through the Human Rights-Based Approach should enhance both the top-down accountability from the governance level (sub-county, district) and the bottom-up demand side, from the community. This may require scaling up the use of PRMT

Efficiency Assessment

There has been significant impact on the structures and operations of supported CSOs as a result of the training and mentoring support provided by the PMU and some Intermediary Organizations in Governance and leadership, financial management Twinning- placement of Accountants, M&E and Organizational Capacity Assessment tool etc. Again, this is one of those areas that will benefit the joint discussions with other donors and agencies, because there have been some profound changes in the organizations supported.

- At the Board level, the experience is that some structural changes have taken place to aid the Boards to perform their policy making and oversight function. . In some instances, there has been a strengthening of the stakeholders’ assembly to elect Board members and thereby offering choice to individual organizations to choose between Advisory Boards and Executive Boards. The Boards are reported to be holding quarterly meetings; most of the Human Resource Policies and Financial Management policies have been reviewed; some

organizational constitutions have been reviewed to reflect more democratic principles. The M&E practice has strengthened the oversight function of the Boards.

- At the Secretariat level, there has been improvement in financial management and report writing. In most instances, while the M&E in-put has led to review of the monitoring plan at the programme level; it has also helped the programmes to provide guidelines to the community monitoring committees for effective feed-back. It is anticipated that QUAM will help in improved regulation of the organizations.

Overall, there is clarity of roles among the actors i.e. the Board, Secretariat and the community in the implementation of project activities, which in most cases has led to high level of realization of the objective to work together. Generally, management information systems have been streamlined at the organizational level, leading to taking timely action.

It is noteworthy that a good number of Grantees have developed capacity to seek linkages and collaboration with other agencies, as a result of a functional institutional base.

Effectiveness/Impact/linkages

The interventions of the supported CSOs have produced creditable impact on the ground. In the agricultural sector, there is increased representation of participating farmers in decision making frameworks like NAADS and sectoral committees at the sub-county and district levels. The participating farmers are also engaged in collective marketing, with capacity to negotiate prices with middle men

In the HIV/AIDS interventions wider outreach has been realized through use of radio and seminars, leading to significant behavioral change (increased demand for condoms, VCT, PMTCT services)

Linkages/dialogue have been created with local governments and line ministries for service delivery on specific issues like healthcare, agriculture, etc. There is evidence, through records and minutes of meetings, of constant collaboration with all these linkages. There is confidence in continued collaboration since these are community based organizations with some track record in partnering with various actors.

In skills improvement it can be said that most of the target groups keep their own records and do monitoring and evaluation of their activities, which has enhanced cohesiveness in the participating groups.

Some of the significant changes made in the lives of the target groups are captured thus:

. There is evidence of increased incomes at the household level for the participating farmers. One lady from the visited Co-operative said: ***“Through exposure and hard work we have improved our incomes in our homes. As wives we don’t think of divorce which will make us leave our little wealth behind”***. The visited Co-operative also talks of increase in number of children going to school.

There is dialogue between the community and traditional healers, which has helped to curb malpractices like *“traditional healers demanding women to undress before or in the course of treatment”*

There have been improvements at the domestic level. *“Most of the participating families share decision making between husband and wife”*..

(Ref: Annex 1)

Sustainability at the Community level

The aspect of sustainability was viewed from the perspective of improvements made in the capacities of the participating community to function with minimal from now on. For most of the participating communities visited there is evidence of practical things which can be sustained without further support:

- Many groups can organize their own meetings to discuss their own agendas
- The participating farmers arrange their own meetings and negotiations with agricultural input providers, middlemen and local governments, especially at the sub-county level
- In the case of special interest groups like people with disabilities (NUWODU-KAWIDA), there has been self-realization; moving from self-pity to hard work and earning community respect
- All communities visited keep records of their activities
- A good number of them have made their own contacts with other organizations and agencies for possible collaboration

However, there is need for the CSOs to discuss their exit strategies vis-à-vis the sustainability of the improvements they have caused, with the target communities and PMU. This is because some of the target groups when asked how they will sustain the activities, expressed uncertainty.

Lessons Learnt

Quite a lot has been learnt stemming from mentoring from the PMU and IOs to the CSOs; training and skills improvement to the participating communities offered by the CSOs; and the capacity of the target groups to work on their own. A few examples are given hereunder:

- *“In a multi-cultural setting such as urban areas, skills in conflict resolution and Group Dynamics are a crucial element”* (SAP)
- *“Sharing knowledge and learning from peers through exposure, brings a healthy competitive spirit”* (VEDCO)
- *“The mentoring role of the funding partner is essential for success of development programmes, including institutional development for grantees.”* (TERREWODE)
- *“Involvement of stakeholders at initial stage and throughout the project life makes work easier.”* (KADFA)
- *“Good time management is an important aspect of project work”* (KADO)
- (Refer to detailed reports in Annex 1.)

CONCLUSION

To a large extent the PMU input into institutional building of the supported CSOs has considerably contributed to the achievement of the four outputs at the Grantee project and community level. The mentoring can be used as a show-case for other development partners.

There is evidence of direct benefits to the target groups which can be built upon to realize greater multiplier effect and the creditable examples of empowerment processes which have focused mainly on engagement between the target groups and service providers on their specific needs, can be used for inclusive participation

The Consultants' observation is that the exercise undertaken in searching for the best Grantee in best practices was worth it, in the sense that it revealed that there is apparently unity of purpose at the community and Grantee level to work with EDF for improvement of livelihoods.

RECOMMENDATIONS

Ranking of Grantees for Award

The ranking is a result of assessment of the achievement of the four programme areas of the Civil Society Capacity Building Programme and the effectiveness of the individual Grantee, in terms of impact, linkages and sustainability created. The 17 Grantees assessed, are ranked below, in order of performance in best practices:

Ranking of Grantees for award 01AFARD

Position	Justification
<p>01. AFARD – Agency For Accelerated Regional Development</p> <p>Community Visited: Paidha Sub-county Women's Council</p> <p>Location: Paidha Sub-county HQ, Nebbi District</p> <p>Purpose of Funding: Engendering Service Delivery and Accountability in Decentralized Local Government in Nebbi</p>	<p>Achievement of the four programme areas – <i>institutional development, empowerment, advocacy and appropriate service delivery</i>:</p> <ul style="list-style-type: none"> • The organization works in a transparent and accountable manner. Its services are demand driven. The priority to train women's council's members in gender responsive planning was identified by the participating sub-counties. There has been restitution with the stakeholders on planned activities and budget as well as drawing timelines and carrying out reviews with the stakeholders. • The thrust of its work is the use of PRMT, to bring on board equity – through gender responsive planning at the local level. In all the 19 sub-counties of Nebbi District, the trained 544 women council members have been instrumental in gender responsive planning during the budgeting processes and inclusion of gender issues in the LLGs budgets • As a result, there has been marked increase of women participation in local planning at the village level, rising from 8.1% in 2006 to 35% in 2007. At the parish level women participation rose from 2.1% to 30.4 %and at the sub-county level from 3.3 to 33.4%. This has lead to recognition of women's efforts in the district. <p>There have been a number of other significant outcomes:</p> <ul style="list-style-type: none"> • The gender disaggregation in the LLGs budgets has spread from 0 to 18 sub-counties in the district. and increasing affirmative action. • The trained women councils are monitoring adherence to budgetary expenditure and raising pertinent issues with the LGGs; in effect holding meetings with the Sub-County authorities together with the community to discuss the Gender Sensitivity of Allocation and Disbursement of budgets at the LGGs level. In addition, Women Council Executive know power holders to be approached, they can read and understand budgets, they are no longer willing to submit to intimidation <p>These activities have raised the profile of AFARD in terms of recognition by the district to participate in the Central Government's Annual Review of the District performance, as CSOs representative. The organization has been invited by the district, in liaison with other agencies to formulate Inter-sectoral Gender Equality Indicators for the Local Government. The Grantee developed 23 Bench Marks (derived from the programme objectives) to measure improvements in Governance, service delivery and accountability at the LLGs level, with the participating community. They carried out a Gender Responsiveness Audit, awaiting publication</p> <p><i>Effectiveness -Impact/linkages created</i></p> <p>The level of empowerment is significant. At the community level the participants talked about benefits from the empowerment process that include:</p> <ul style="list-style-type: none"> • The trained women's councils now being able to mobilize women for planning meetings • They have access to Sub-County budgets • They are able to budget in their own homes <p>In their own words: <i>"We can talk of what is due to us" ; "We know our rights; in the past only men attended meetings"</i></p> <p>According to district authorities, AFARD has enhanced district capacity in gender responsive planning and budgeting. It has improved performance of LLG in the National Annual Assessment and sharing of info at Sub-County with women leaders. it is providing positive criticism to the district administration, it is committed to its work. One lesson learnt by the CAO from the EU support to AFARD is <i>"Do the right thing at the right time</i></p> <p>But the challenges remain. There is need to help women's councils to have formal platforms for engagement with the LLGs for regular dialogue; even if the statutory display of budget allocations and expenditures are displayed in all the 19 Sub-Counties. Also, AFARD should turn attention to documenting linkages between poverty eradication and empowerment, through the Rights Based Approach, in terms of meetings the basic needs - shelter, clothing, and food etc. This could provide a case study for wider interest in the EDF.</p> <p>There is need to create and enlarge networking and alliance building with other civil society actors. This should enhance collectivity to speak with one voice.</p>

Position No. 2	Justification
<p>KADO (Kagumu Development Organization)</p> <p>Location: Kagumu Sub-county, Pallisa District, Eastern Uganda.</p> <p>Purpose of funding received from CSCBP: Multiplication and commercialization of cassava production</p>	<p>Achievement of the four programme areas: <i>institutional building, empowerment, advocacy, and appropriate service delivery.</i></p> <p>KADO has performed well in the following respects:</p> <ul style="list-style-type: none"> • In a transparent manner, involved the participating community in revising the approved plans, including the budgets; • It has taken advantage of the training offered by the PMU to promote a bottom-up structure where community members are effectively part of the board. • Has involved sub country technocrats, chairpersons of member groups, LCIs and the district NGO forum in regular reviews of its work in the communities. • Community representatives attend the Annual general meetings • In terms of inclusive participation in development, KADO, with considerable success has built community's capacity to monitor government programmes in education and health through the parish advocacy committees formed under its cassava multiplication project (Using the PRMT framework). In this, KADO has succeeded at using the cassava project as an entry point to build the community's capacity to influence what is going on in other sectors (spin-off/ multiplier effect). Recently, having realized the impact of absence of trees on agricultural productivity in the area, the farmers groups have initiated an afforestation project, where each member is being required to plant trees in their land. And in light of the limitation they are facing due to scarcity of tree seedlings, the members of Kagumu Farmers Association (KAFA group) submitted a formal request to Kagumu sub-county authorities in July 2007, asking to be facilitated with tree seedlings to plant; and as well, to be considered in the sub-county's subsequent plans and budgets. This is a new development that holds much potential to translate into better service delivery for poverty reduction. • The focus of KADO's advocacy campaign itself reflects a deliberate effort to use its cassava intervention as just an entry point to empower communities towards a broader inclusive development approach that cuts across sectors. For example, as part of the project, KADO printed posters as a tool for popular advocacy and community conscientization. One of the posters advocating for provision of quality services by contractors, shows pupils running out of a collapsing classroom as a result of shoddy work. The other poster advocates for strengthening of local ownership of government projects, while the third depicts advocacy for farmers' empowerment. <p>Effectiveness – impact/linkages created</p> <ul style="list-style-type: none"> • Perhaps the main outcome of KADO's intervention is change of attitude among the members – from apathy to a rational hope, based on clear vision and planned activities. They are talking about hoping to harvest more as a result of better farming methods, then using the sales to purchase basic agro-processing technologies to add value and access better markets. This is further helped by the fact that some of them have already tasted increased incomes from the high yields of peas, as illustrated by one member's remarks: . <i>"True, we were farming but not benefiting. Now we have already tasted from the high yield of peas and we hope for more, I know this is just the beginning"</i> (Tenywa Peter). Now they are convinced that with a shift in methods/practices, and application of high yielding inputs, even people in their conditions can lift themselves up. One member's words thoroughly summarize this impact: <i>"I give KADO 90% because they got us from a deep pit of darkness – we didn't know – they enlightened us with knowledge which we shall even leave to our children"</i> (Bade Patrick) • And from a gender perspective, the intervention is producing a balancing effect as a spin-off, as exemplified thus: <i>"I am proud of KADO; they exposed us to modern farming, improved seeds, and baking bread from cassava flour. It has given me a sense of independence and a good marriage because also generate income, I no longer have to quarrel with my husband over the small resources"</i> (Zuena Mwemeke) • It is clear that KADO is a small rural organization, without the funds to enable it meet the supply/service needs of its members. But its strength lies in the fact that it has managed to create networks which the farmers groups are also effectively utilizing to access what they would otherwise not have been able to. For example, KADO is now a registered member of Pallisa Agribusiness Partnership, and KADO members are now accessing its machines to process their produce like cassava. Likewise, the relationship created with KASCODA has translated into some of KADO's members getting high yield maize and groundnut seeds, as well as goats. • KADO's intervention has also created a multiplier effect by training the groups working with it to support and care for orphans and AIDS patients. <p>In a space of two years KADO has succeeded at addressing the most important aspect of community transformation processes i.e. attitude change, its humble institutional status notwithstanding. Their achievement is a clear illustration of how a simple intervention, implemented with the ultimate focus on empowering communities, can have a wide multiplier effect. At the demonstrated rate of being able to use the cassava project as an entry point for broader community empowerment, they certainly have a big potential to consolidate these achievements into large scale transformation. They however need to strengthen their network base, especially for resource mobilization, do more capacity building for the sustainability of self-organizing groups, and become more concrete on research and documentation/publishing as a critical tool for effective advocacy and lobbying. They need to develop and apply skills in action research as a cost-effective way of achieving this.</p>

Position No. 3	Justification
<p>IDFA (Iganga District Farmers Association)</p> <p>Location: Iganga town, Iganga District, Eastern Uganda.</p> <p>Purpose of funding received from CSCBP: Promote advocacy/lobby capacities of Civil Society Organizations and Rural Farmers</p>	<p>Achievement of the four programme areas: <i>institutional building, empowerment, advocacy, and appropriate service delivery.</i></p> <p>IDFA has performed well in the following respects:</p> <ul style="list-style-type: none"> • As a membership organization, with its Board as the main planning organ, IDFA is one of the successful showcases of involvement of communities in planning and reviewing of grantees work. • Community members who are well represented on the various committees of the board have an opportunity to directly influence such aspects as the HR policy and Procurement policy and practice. Through the annual general review meetings and subcounty review meetings, built within the project design, as well as the regular dialogue meetings to engage politicians, IDFA has ensured plans based on the community's felt needs. For example, it through such processes that the existing 2005-2009 strategic plan was developed. • At least 1/3 representation of women on the planning committees is a mandatory requirement. • Review of the Nawandala subcounty group file shows correspondences revealing that the group is lobbying Subcounty authorities on their own needs and are being taken serious. In Bulongo subcounty, farmers had a problem with an underperforming subcounty NAADS coordinator. They went to the District Coordinator and asked him to change the Subcounty Coordinator. The action was taken (2007) • IDFA is enabling communities to build institutions at the local level to respond to their own development needs and challenges. For example, the Women Marketing Coalition is a success story in the 3 Sub counties of Bulongo, Nawandala & Irongo. They have also established the Seed Management Committees • IDFA has also tried to carry out some research relating to: Agricultural-related policies and their impact on the farming communities (2006); a Market Survey: Key crops – existing problems and the market chain as well as existing mechanisms to address the challenges. They are also doing on-going research under the funding of VECO-Uganda related to "Testing Farmers' Hypotheses". They are also involved in advocacy three key areas: farmers' access to markets, farmers access to quality seeds, and food security. In 2003 IDFA initiated the coalition for advocacy of farmers issues starting with four members but now the coalition has grown to 23 member organizations. • IDFA also has a presence in broader advocacy campaigns. For example, it is a member of Food Rights Network (FORINET- Eastern Uganda); IDFA participated in the World Social Forum – Doha; IDFA is a member to the Food Rights Alliance; and is a member of TASO Uganda. <p>Effectiveness – impact/linkages created</p> <ul style="list-style-type: none"> • At the farmer level, the changes resulting from IDFA's intervention are quite manifest in terms of hopes due to better livelihood prospects, increased yields of ground nuts and rice, and subsequent increase in earnings from the sales, as reported by some of the farmers. • Before IDFA conducted trainings for the groups under this project, only 2 IDFA members were chairpersons of Farmers Forum at subcounty level (under NAADS). Now 6 IDFA members are chairmen of subcounty Farmers Forum, with the 7th one at national level and the 8th at the district level (Iganga) as chairman (He is also chairman of IDFA Board). This is attributed to the training in leadership as well as lobbying and advocacy. • Due to the lobbying skills developed, farmers groups have been able to acquire 3 ground nut shellers in the 3 sub-counties. • As a result of the training, now the roles and responsibilities of the stakeholders are clear and respected. Understanding of the community's roles and rights clarified the avenues through which communities monitor and follow-up government services. • At the organizational level management has improved. OCA helped to expose the gaps and these have been addressed. They are now more strict on the financial policy; numbering of vouchers is done; photocopying of every cheque; delegation of approval etc. As un-intended outcome, IDFA is now in good books with its major partner VECO due to good financial reporting practices learnt under the CSCBP. • QuAM has helped in passing on skills to other members of the coalition, hence, a multiplier effect • There is improved documentation: pictorial and graphic display of information on the office walls for stakeholder to access. • The training on farming as a business has yielded a new enterprise: Upland rice and high yielding groundnuts, helping in enterprise diversification. • On the whole, farmers' skills have improved and this explains why under IDFA they have been able to form the marketing coalitions and to improve their bargaining power in the market place, including securing a store from LC III authorities in Nawandala, which they use as their warehouse. <p>However, as a district network, and given its membership portfolio and institutional positioning, IDFA could do a lot more, especially in the area of using the project as a springboard for stimulating wider community empowerment and advocacy for broader issues outside agriculture. One would have expected IDFA to take advantage of its status to cause a bigger multiplier effect across sectors, sub-counties, and stakeholders. The organization will also need to strengthen research and documentation and to develop a synchronized advocacy plan. IDFA's challenge over the remaining period of the programme and thereafter is to embark on converting its achievements into communitywide benefits through sharper focus on the 4 ultimate outputs of the programme.</p>

<i>Position</i>	<i>Justification</i>
<p>4. KAWIDA - Kamuli District Association of Women with Disability (NUWODU)</p> <p>Community Visited: Mpaatasobola WWDs Group</p> <p>Location: Buwagi-Nawanyago Sub-County</p> <p>District: Kamuli</p> <p>Purpose for Funding: Empowering women with disabilities in Uganda with effective entrepreneurial and leadership skills in Kamuli</p>	<p>Achievement of the four programme areas – <i>institutional development, empowerment, advocacy and appropriate service delivery:</i></p> <ul style="list-style-type: none"> • The organization strives to work in a transparent and accountable manner. It holds consultations with the target group to map out needs that inform the proposals. In the course of implementation the target groups are informed of quarterly activities, quarterly budgets and annual budgets. Any changes in activities and expenditures are discussed with the participating community. • The empowerment process has focused on lobbying planners at the district and sub-county levels to involve women with Disability (WWDs), in local planning, with the result that there has been considerable PWDs responsive budgeting. Also, the (WWDs) have been elected to NAADS committees at the district and Sub-county levels. • The WWDs have been involved in monitoring NAADS projects. The selected committees by the communities to monitor UPE and Health services have included WWDs. KAWIDA/NUWODU has been instrumental in seeking representation of WWDs in the monitoring of the activities of International Agencies. • Because of the improved esteem of WWDs, they have been included on the executive committees of Sub-County and Town Councils. KAWIDA, and authenticated in the discussions with the District chairperson, the CAO and 2 Councilors, has played a key role in awareness raising training for local government officials on disability. The organization has also held workshops for service providers to discuss pertinent issues on service delivery • Research has been undertaken by the trained HR monitors, interacting with local leaders, the communities and the families of PWDs; gathering information on the conditions of PWDs, which has led to formulation of an ordinance on PWDs, which is in process of being signed by the local government; which strategy is applauded by the district authorities • The bi-monthly radio programmes have highlighted issues on disability. There are now radio campaigns to introduce PRMT in Kamuli district. There have also been strategic alliances with potential candidates, during elections, to lobby for positive changes in policy and service delivery on a ticket of a block vote. <p><i>Effectiveness -Impact/linkages created</i></p> <ul style="list-style-type: none"> • The multiplier effect is that the targeted 120 WWDs in 8 sub-counties, have trained another 80, spreading to 10 sub-counties. There is evidence as confirmed by district that the WWDs are now articulating their needs, and can be a spring board for the involvement of the wider community in inclusive participation in development • The WWDs are using the created linkages with NAADS and VEDCO for demand of services in agriculture. While the linkage created with International Rural Development Initiative (IRDI), is supporting the WDDs in bee farming and environment protection. Africa 2000 is supporting them in vegetable growing for IGA and working together to put up an information marketing centre • The major change is attitudinal. This is manifested in the positive attitude in the WWDs to embrace self-reliance and participation in development activities; where before they were isolated in sensitization activities, even in voting. • Important changes have happened in the lives of the Women Living With Disability and working with KIWIDA. The negative perceptions held in the past by the community are giving way to recognition of their potential – some of them have been elected to leadership positions in the community. In the past they were despised, not given a chair or mat to sit on, among others for shabbiness, but they have earned respect through their self-esteem and hard work to change their situation for the better. • However, the introduction of PRMT in Kamuli District, by KAWIDA, to enhance participation of the wider community in government planning processes, implementation and monitoring of poverty eradication programmes and projects, would help to get the community learn to work and prosper together with the People With Disabilities (PWDs).

Position No. 5	Justification
<p data-bbox="175 128 443 212">NAYODEP (Nagongera Youth Development Programme)</p> <p data-bbox="175 239 386 348">Location: Tororo Town, Tororo District, Eastern Uganda.</p> <p data-bbox="175 375 391 512">Purpose of funding received from CSCBP: HIV/AIDS Community management and empowerment</p>	<p data-bbox="467 128 1469 184">Achievement of the four programme areas: <i>institutional building, empowerment, advocacy, and appropriate service delivery.</i></p> <p data-bbox="467 184 954 216">NAYODEP has performed well in the following respects:</p> <ul data-bbox="467 216 1469 905" style="list-style-type: none"> <li data-bbox="467 216 1469 405">• NAYODEP has managed to institutionalize mechanisms that ensure wide stakeholder participation in planning. They hold stakeholder meetings by going around the two sub-counties where the project is being implemented to identify issues at community level. Being a member-based organization, the annual general meetings and review meeting also offer an opportunity for wider participation. In addition, NAYODEP uses the existing political structures to solicit for the participation of the political leaders. The project details were disclosed to the community, including activity/item budgets. Within the project workplan there is a component for monitoring and under this, communities were sensitized on their role. <li data-bbox="467 405 1469 489">• Still on the issue of participation and empowering of communities, NAYODEP conducts Radio talk-shows programmes where beneficiaries and community leaders come to talk about key issues or to give testimonies, and phone-ins are allowed for questions (Tuesdays 2-3pm) <li data-bbox="467 489 1469 657">• NAYODEP trains Community Counseling Aids (CCAs) as focal persons within the communities. The community of each parish was asked to nominate people who would be trained as CCAs. The position of CCAs as key planners, monitors and implementers, particularly makes NAYODEP an organization that is responsive to the real issues on the ground. The CCAs conduct community outreach (sites) every Tuesday and submit monthly reports to NAYODEP secretariat, reflecting issues on the ground that need to be addressed through plans. To facilitate this, the CCAs were trained in poverty Resource Monitoring skills. <li data-bbox="467 657 1469 720">• Regular review of NAYODEP's activities is done (with the IO) both at office and in field as reflected in monitoring reports. <li data-bbox="467 720 1469 825">• Due to increased awareness created by NAYODEP, the community in Paya sub-county demanded the LC III authorities to provide more outreach services for VCT and PMTCT. Originally the centres for these services were only in Tororo town but now the District sends outreaches in villages. This is among, others, an indication of a community that has been empowered to demand for services from government. <li data-bbox="467 825 1469 905">• NAYODEP has done well in ensuring that the interests of deserving and vulnerable groups are identified and addressed. Community meetings were held to identify orphans and PHAs. In the meetings a list of 50 orphans and 50 PHAs was developed and physical visits made to their respective homes. <p data-bbox="467 905 841 936">Effectiveness – impact/linkages created</p> <p data-bbox="467 936 1469 1020">As far as the original project design, NAYODEP has been effective in realizing the intended results, causing an impact in the lives of individuals reached, as well as certain aspects of broader community life. The notable aspects include the following:</p> <ul data-bbox="467 1020 1469 1629" style="list-style-type: none"> <li data-bbox="467 1020 1469 1157">• Responsiveness to VCT/PMTCT services has widely improved as a result of the awareness and skills development done by NAYODEP. Particularly, the training and utilization of CCAs and community leaders, and their eventual involvement, has helped to realize wide community involvement in HIV/AIDS management at household, village, parish, and sub-county levels. HIV/AIDS has been mainstreamed in LCIII plans and budgets. <li data-bbox="467 1157 1469 1293">• The increased condom uptake in the community as reported by the CCAs visited in Paya sub-county, attests to a significant shift in mindsets and accompanied by behavioral change. This is largely attributed to the training of peer educators within communities and the training they received in social marketing skills. It is reported that stigmatization has substantially reduced as a result of the community counseling done by CCAs and peer educators. <li data-bbox="467 1293 1469 1430">• Networking is also doing well in the area of collaborating with other actors in the field of HIV/AIDS. For example, they put radio announcements inviting all actors to initiate joint action. It then worked as lead agency in a joint proposal written by 8 organizations to Global Fund and received Shillings 84 million for HIV/AIDS interventions in Tororo. In May 2007, NAYODEP, together with five other organizations, submitted another proposal to Uganda AIDS Commission requesting for funding HIV/AIDS activities. <li data-bbox="467 1430 1469 1514">• Perhaps what may most represent the cross-sectoral multiplier effect of NAYODEP's intervention is the creation of a SACCO (Savings and Credit Cooperative Organization) as a response to community's request. Currently the SACCO has 300 registered members. <li data-bbox="467 1514 1469 1629">• Another pointer of a multiplier effect relates to the current discussion going on where the communities in Paya sub-county are asking the local government to provide them with clean water. This "asking" is being attributed to the confidence building through lobbying and advocacy training given by NAYODEP to communities through the CCAs and peer educators. <p data-bbox="467 1640 1469 1881">Apart from the baseline survey on community empowerment in HIV/AIDS management (2005), and its participation in a research conducted by Tororo District Local Government, Dept. of Health (Lot Quality Assurance Survey – HIV/AIDS), NAYODEP, considering the big magnitude of its work on the ground, is still weak in the area of research and documentation. This in return cuts back on its potential contribution to advocacy and influencing of policy and practice in more effective ways. Moreover, from the information received, there are no clear indications that the communities are commensurately engaging local government on issues of service delivery, monitoring government programmes, and holding it accountable and transparent in concrete terms. Creation of more organized pressure groups, such as those we find in AFARD, KADO and IDFA, or even stronger ones, will be one of NAYODEP's clear challenges for the remaining part of the programme and in posterity. They are good at implementing the direct objectives of their HIV/AIDS intervention (purpose of funding) but they will need to be helped to find ways of addressing the ultimate four programme outputs more accurately for sustainability.</p>

<i>Position 06</i>	<i>Justification</i>
<p>6. VAD – Voluntary Action for Development</p> <p>Community Visited: Maya Parish, Bukoye Village</p> <p>Location: Nsangi Su-County</p> <p>District: Wakiso</p> <p>Purpose for Funding: Strengthening the capacity of rural farmers' cooperatives in Wakiso District.</p>	<p>Achievement of the four programme areas – <i>institutional development, empowerment, advocacy and appropriate service delivery</i>:</p> <ul style="list-style-type: none"> • The organization strives to be accountable and transparent. They introduced the supported project to the district and LLGs leaders, including the budget. There are periodic reviews with local leaders that lead to quarterly plans. • In terms of empowerment, the four facilitated Co-operatives are questioning certain things with the local leaders; especially pertaining to the applicability of some of old co-operative laws and regulations; they want them reformed. The visited community talked of engaging the LLG and the district on the provision of a Health Centre, Tractor for hire and piped water. The facilitated Co-operatives have also been supported to participate in the National Health Strategic Planning processes to influence better service delivery. VAD is part of the advocacy on price guarantees from government on maize, which petition has been presented to the Speaker of Parliament. With UWASNET, VAD has supported the Co-operatives to participate in discussions on community maintenance fees for water sources • The facilitated Co-operatives can appraise themselves for loans, through collective marketing they can compete on open market, they keep financial records, they are encouraging themselves to save and make their own decisions and resolutions in their respective Co-operatives. • From the perspective of response of service providers to the needs of the target group, it is evident that the Sub-County and District authorities are responding to farmers needs positively. The tractor hire issue for farmers at the Sub-County level have been forwarded to the district level. Piped water is in the final stages of delivery to the 2 parishes of the Co-operative's membership. Arrangements to build Health Centre 3 for Nsangi Sub-County have been finalized • The research activities have included facilitation of formation of marketing committees within the Co-operatives. Monthly bulletins on prices have been produced jointly between VAD and the Co-operatives. VAD is also working on the production of popular versions of trade and agricultural policies to enhance advocacy for policy reform. <p><i>Effectiveness -Impact/linkages created</i></p> <ul style="list-style-type: none"> • There have been creditable multiplier effects. More framers, beyond the targeted 200, are engaged in good practices in agriculture, with increased yields in cassava, matooke, maize, beans and vegetables – gains from the Community agricultural Trainers. Also the use of manure, organic pesticides and local herbs for treatment of animals, have expanded beyond the targeted farmers. The promotion of SACCOS (Savings And Credit Co-operative Societies) has been a good achievement. They all have in place General Assemblies, Management Committees, Finance Committees, Credit and Technical Committees, Education and marketing development committees and Solidarity Groups. The Co-operatives have come from legally unknown groups to legally registered entities with Government. <p>Despite the illustrious work done by VAD in strengthening the capacity of rural farmers' cooperatives in Wakiso District, there is still not a broader understanding of local development opportunities in the poverty eradication efforts to the wider community, which limits the lobby and advocacy work to influence pro-poor policies for the common good. The prospective use of the PRMT, which has already been introduced in the project, should bring in the vulnerable groups as well – the disabled, youth, minority groups for inclusive participation in resource mobilization, planning and monitoring of government projects meant to benefit them.</p>

Position No. 5	Justification
<p>TAP (Teso AIDS Programme)</p> <p>Location: Iganga town, Iganga District, Eastern Uganda.</p> <p>Purpose of funding received from CSCBP: Community Capacity Building Programme</p>	<p>Achievement of the four programme areas: <i>institutional building, empowerment, advocacy, and appropriate service delivery.</i></p> <p>TAP has performed well in the following respects:</p> <ul style="list-style-type: none"> • Before the EDF CSCBP TAP had operated for a number of years without authentic grassroots structures. Now the organization has successfully reinvented itself with bottom-up structure. In 2005, village, parish and sub-county committees were established and are now operational. The committees initiate activities and identify gaps that need to be addressed. It is the same committees that identify the deserving beneficiaries within the community and their specific issues. • To ensure that the voices of the vulnerable are brought to the planning front, on TAP's Board there is a position for the representative of Persons With Disabilities (PWD) and another one for a representative of Persons living with HIV/AIDS (PHAs). • The communities choose their own Sub-county coordinators, who among other things submit monthly reports to TAP office (They are so committed to the cause that they use their own transport means without being paid by TAP) • Particularly the Tubur sub-county group visited has ably approached other CSOs for more services e.g. World Vision for children's education, nutrition services, orphan support and training of CCAs. The Tubur the group is also a registered member of NAADS, so they are able to receive its services. • TAP has conducted one significant research to find out <i>Reasons for high school drop-out rate among the AIDS-affected orphans (primary); Reasons for high drop-out rate of girls; Reasons for the low performance among AIDS-affected orphans; Why attendance among AIDS-affected children was not regular and why their general enrollment was not good.</i> However, there was no systematic research report written. They just use the informal findings as a basis for problem statement when writing proposals, not necessarily as a tool for advocacy. • TAP is engaging in advocacy and the main issues on its agenda include: <i>Curbing the low enrollment and high drop-out rate among orphans and vulnerable children; Rights of Persons Living with HIV/AIDS – (Teachers lacked the appropriate skills for counseling and handling of PHA children and this is what TAP is trying to address); poor sanitation and lack of privacy for girls in schools; and irregular attendance due to parents retaining children at home as labour force.</i> <p>Effectiveness – impact/linkages created</p> <ul style="list-style-type: none"> • In HIV/AIDS situations, support groups are an essential part of positive living. As a result of TAP's intervention, 47 groups have been formed in Soroti County and Soroti municipality, where TAP is implementing this project - one group in each of the 47 parishes in Soroti County and Soroti municipality. Each group has an average of 50 members, though some go up to as high as 120 members. • Some of the groups are organized enough to request and access services from other agencies like World Vision, NAADS Temele Development Agency, CHAI, and TASO. • The LC III chairman of Tuburu Subcounty also indicated that the groups are constantly engaging the local council making a reference that in the current Subcounty budget there is a vote for PHAs, including 26 goats allocated to PHAs in the Subcounty. The group has also approached the LCIII chairman to see how NUSAF funds could be used to establish a vocational training centre for their children. • TAP runs a joint programme with International Midwives Assistance (IMA), an international agency whose bank account is operated jointly with TAP. IMA provides seprine, pays the day care center attendant, provide child play kits, sugar and bites for the children in the IDP operated by TAP in Soroti. • Right to Play is another organization that trained for TAP play coach children, provides utensils, balls (basket-tennis- netball) for the day care centre in the TAP IDP. • Due to the training in advocacy and lobbying received under CSCBP, TAP is now in better position to write better proposals and has for example, attracted a grant of USD 15,000 from AWDF • The testimonies from the persons living with HIV/AIDS who we met attest to the fact that their lives have been tremendously transformed by TAP's interventions, "from hopelessness to a meaningful life, even better than some people who don't have the disease", according to one member <p>However, though TAP was able to solicit for funding from the Japanese Embassy to set up big office premises and HIV/AIDS health services, suggests that it is a relatively big organization, with the experience and expertise to attract resources and advocate for critical issues. However, under the CSCBP, it has not utilized its capacity to conduct research and pursue a more rigorous advocacy campaign commensurate with its stature. Moreover, they have most of the information scattered in the files but this has not been converted into easily accessible information for advocacy.</p> <p>Secondly, though TAP has done well in reaching out to the target group of the HIV/AIDS project, there isn't much community- wide multiplier effect realized across sectors. Building the capacity of communities to engage local governments through institutionalized structures and processes like PRMT still remains TAP's challenge. Having taken care of the HIV/AIDS issues and created all these powerful linkages, TAP now needs to focus on connecting HIV/AIDS to the broader socio-economic context, especially with particular regard on how communities can best benefit from PMA/NAADS and other services by local governments and CSOs.</p>

Position 08	Justification
<p data-bbox="186 237 417 317">08. KIIDA – Kitgum Integrated Initiative for Development</p> <p data-bbox="186 373 399 453">Community Visited: Omiya Anyima Framers Group</p> <p data-bbox="186 485 367 537">Location: Omiya Anyima Sub-County</p> <p data-bbox="186 569 334 594">District: Kitgum</p> <p data-bbox="186 646 383 753">Purpose for funding: Sustainable Livestock and Food Security Project in Kitgum</p>	<p data-bbox="440 264 1422 317">Achievement of the four programme areas – <i>institutional development, empowerment, advocacy and appropriate service delivery</i>:</p> <ul data-bbox="488 348 1438 1037" style="list-style-type: none"> <li data-bbox="488 348 1438 428">• The organization works in a transparent and accountable manner. The farmers have been involved in the identification of needs that informed the proposal. They have also participated in the joint monitoring of activities in the gardens with government officials and other NGOs. <li data-bbox="488 459 1438 621">• In terms of empowerment, most groups can now do their own record keeping. The conflict resolution and management training given is helping to keep the group members together. The participating farmers are moving from mixed crop – subsistence agriculture to minimum commercial farming. The framers are also moving from total dependence on WFP to household self-sufficiency in food production which is '<i>a restoration of the Acholi pride</i>'. Expectations have been surpassed, with most of the farmers tripling crop out-put. <li data-bbox="488 680 1438 737">• Most participating families have 3 meals a day, in this harvest season. There are efforts to introduce the transformation of sales from group surplus food into savings, for sustainability. <li data-bbox="488 768 1438 898">• Simple research/surveys have been carried out with the participating farmers on the control of termites and pesticides. Some research has also been conducted on plants for feeding pigs. But there has not yet been any research to raise issues of advocacy. Most of the advocacy issues taken up have been in conflict resolution. They have held 2 Round Table Workshops to contribute to the Peace Talks in Juba, in which they have participated. <li data-bbox="488 930 1438 1037">• Relevant to the fragile post-conflict period, during the peace negotiations between government and the LRA rebels, at the district level the organization is strengthening networks with the District NGO Forum (KINGFO), CSOPNU, and Save the Children in Uganda; on rights. The coalition has mobilized women and school pupils to demand peace <p data-bbox="440 1094 781 1119"><i>Effectiveness -Impact/linkages created</i></p> <ul data-bbox="488 1178 1438 1619" style="list-style-type: none"> <li data-bbox="488 1178 1438 1285">• The annual joint monitoring of activities, involving the LCIII leadership, the CDO, the Secretary for Production, the Chairman Farmers Association and Extension workers; is a basis for dialogue between the participating farmers and the local government. Opportunities have also been created for the participating farmers to relate and demand services from NAADS and the PMA framework. <li data-bbox="488 1316 1438 1396">• But farmers' activities have been integrated in the NAADS plans but not in the sub-county budgets. Non inclusion into the sub-county budgets will have negative impact on the sustainability of the improvements created <li data-bbox="488 1428 1438 1535">• The discussions with the participating farmers revealed the un cooperative attitude on the part of the local government to be open on matters of funds for development. The protracted stay of the populations in IDPs camps, over the last 20 years or so, has curtailed reciprocity of local leaders to their communities. <li data-bbox="488 1545 1438 1619">• There are indications that donor support to rehabilitation in Northern Uganda will require massive support to peoples' inclusive participation in decision making; otherwise corrupt tendencies will go unabated. The project will need critical support in the introduction and implementation of PRMT

<i>Position 09</i>	<i>Justification</i>
<p>09 VEDCO –Voluntary Efforts for Development Concerns</p> <p>Community Visited: Kalagala Farmers Savings and Credit Association (KAFASCA)</p> <p>Location: Nakaseke – Kapeka</p> <p>District: Luwero</p> <p>Purpose for Funding: Capacity Building of Farmers’ Groups for Markets Oriented Agriculture and Policy Advocacy in Luwero</p>	<p>Achievement of the four programme areas – <i>institutional development, empowerment, advocacy and appropriate service delivery:</i></p> <ul style="list-style-type: none"> • The organization works in a transparent manner. At the beginning effort was made by VEDCO, to mobilize the target group to revise the earlier strategic plan to inform the needs submitted in the proposal to the EU CSOs Support Programme. It is evident that the bi-annual reviews, with monitoring committees at the sub-county level, have offered an opportunity to critique what works and what doesn't work • On empowerment, there is corroborated evidence that the training and mentoring given by VEDCO to participating farmers has resulted in: Better negotiation skills with the traders, Improved ability of the farmers to do cost benefit analysis, Improved ability to monitor projects at household and community/group level, Opening up more land, on average from one acre to one and a half acres. • VEDCO is the lead researcher in seed security. At the community level there is awareness to scrutinize and test the seeds provided by certain companies and reports made to the local government • The Advocacy issues taken up so far include: cotton pricing, maize pricing, bye-law on roaming animals – destroying farmers crops, land rights and seeds security; in conjunction with other NGOs • Maize advocacy campaign was undertaken with other nationally based NGOs; with a view to getting the Government to guarantee market prices for the farmers. A petition was made to the Speaker of Parliament, but the supply and demand considerations have not been resolved. VEDCO's reflection is that <i>“where the issues are identified with the local people, the people take a lead role and issues stand a better chance to be resolved”</i> • There is evidence that the monthly monitoring reports conducted with government technical departments, at the sub-county level, are prompting the local authorities to respond to participating farmers demands. However, the participating farmers are not engaged in implementing and monitoring government programmes e.g. education, health, road construction; which would enhance the common good, beyond household income. • Also, there is no direct involvement of the farmers in the wider community in influencing the budgets at the local planning stage, which limits the farmers’ rights to demand for required improvements in the agricultural sector, based on commitment by the local government. <p>Effectiveness -<i>Impact/linkages created</i></p> <ul style="list-style-type: none"> • There is corroborated evidence that food availability has increased • The participating farmers can now negotiate with traders and write their own proposal to other agencies for support. They do manage their marketing information notice boards for the benefit of the wider community. Their business skills have improved. • The participating farmers have been linked to buyers for exports in pineapples, vegetables like okra and chillies (horticulture). They have also been linked to stockists and dealers in seeds and other inputs. 80 HIV/AIDS patients have been linked anti-retroviral drugs (ARVs) • The target groups have focused mainly on improvements on the livelihoods at the household level. But there is a lot of room to make them part of the inclusive participatory process in development, with the wider community for the common good. This is a challenge the organization should take on to create transformation from benefits for a few farmers to the broader community.

Position 10	Justification
<p>10. THETA – Traditional And Modern Health Practitioners Together Against AIDS And Other Diseases</p> <p>Community Visited: Ntakifunvu Parish Members</p> <p>Location: Nakisunga Sub-County</p> <p>District : Mukono</p> <p>Purpose for Funding: Improving quality of care of clients of traditional healers through promotion of health rights and standards of care by traditional healers in Mukono, Luwero and Kayunga Districts</p>	<p>Achievement of the four programme areas – <i>institutional development, empowerment, advocacy and appropriate service delivery:</i></p> <ul style="list-style-type: none"> • The organization works towards being accountable and transparent to its clients. The District authorities nominated the people to implement the project. The planned activities were drawn with the working teams in the sub-counties in the context of sub-county plans. The work teams identify the Traditional healers/practitioners to work with in the parishes. Also quarterly review meetings with the work teams and local leaders, help determine action plans for the next quarter. • In terms of empowerment, there is evidence at the community level that the people are demanding what is right from the traditional healers through community dialogues, brining together traditional healers, government bio-medicals, local leaders and the community to discuss hygiene and ethics in the practice of traditional healers, re-dress systems, counseling and referrals to government hospitals. The records show that THETA has facilitated generation of 7 minimum standards being used by traditional healers. The disciplining Of healers extorting money from clients is also discussed in the community dialogue meetings. • Research has been undertaken in health policies to allow for integration of traditional and modern practice in health care. A baseline was also done as a basis for gauging change in attitudes of the local people towards the integration of the two systems in health care. • In terms of translation of training/skills into benefit by community, there is evidence of improved practice on the part of traditional healers, in most of their work places/shrines. They have put in place: latrines, improved ventilation, clean mats for the clients to sit on, drying racks for utensils and stands for washing hands. The traditional healers are more open; they come to address community concerns in the community dialogue meetings. They are making referrals to government health centres and keep records. • Advocacy issues taken up, have included: exposure of the top management of the Ministry of Health, including the Minister to the positive trends in the integration of the traditional and modern health care systems. Discussions have been held with WHO and have agreed to fund the development of a code of ethics for traditional healers. • The significant achievements have included: placing a representative of traditional healers on the national Drug Authority Governing Committee, which ensures proper regulation of drug use. Theta is a member of Health Rights Association of 17 members, engaged in ensuring quality service and regulation of health rights. It is noteworthy that the traditional healers participating in the project have established their association to discipline healers. The District authorities have played a major role in the establishment of re-dress mechanisms <p><i>Effectiveness -Impact/linkages created</i></p> <p>However, the main challenge is that the poverty focus has mainly been on demystification of the powers of traditional healers over the population by monitoring their activities. As yet, there are no concrete steps to bring benefits related to food, shelter, clothing etc; beyond integrated health care of traditional healers and the government health workers. This would have implications on mobilizing the target group to take advantage of poverty eradication efforts as well, in terms of resource mobilization, planning and monitoring government and NGOs projects meant to benefit them. In fact, THETA Management acknowledged there being no data, at the moment, to gauge the multiplier effects of the intervention; beyond the trained 30 traditional healers training others.</p>

Position No.11	Justification
<p>AICM (Africa International Christian Ministries)</p> <p>Location: Kabale town, Kabala District, South Western Uganda.</p> <p>Purpose of funding received from CSCBP:</p> <p>Promotion of human rights and improvement of livelihoods among Batwa communities of Burundi and Butanda Subcounties</p>	<p>Achievement of the four programme areas: <i>institutional building, empowerment, advocacy, and appropriate service delivery.</i></p> <p>It is clear that AICM is perhaps dealing with the most 'difficult' community among all the Grantees. The Batwa are people that will need affirmative action for sometime as a dictate of their peculiar history and current circumstances. Nevertheless, for the following achievements in implementing this Batwa-focused project, AICM can be credited:</p> <ul style="list-style-type: none"> • AICM is a membership organization, and therefore plans through the AGM. In September 2007 they conducted training for the Batwa committee and formed a Batwa Development Board for purposes of having an institutional mechanism for identifying and articulation of their own issues. This is an affirmative action intended to catalyze their role as decision makers. There is still a long way to go, as illiteracy among Batwa is said to be over 95%. • Apparently, among all the Grantees visited AICM is performing best, in the area of research and advocacy, at least at the institutional level. They have conducted research, documented and published; utilizing the findings for aggressive advocacy drives locally, nationally and internationally. For example, the research reports seen include: <ul style="list-style-type: none"> ○ <i>Denial of Basic Human Rights</i> (2005, funded by HURRINET) ○ <i>Baseline survey on Ending the Human Rights Crisis among the Batwa communities in S.W Uganda</i> (2007) ○ <i>The Human Rights situation among the minority pygmoid Batwa of Uganda: Case studies of Kabale, Kisoro, Kanungu and Bundibugyo Districts</i> (2003) ○ A Baseline survey on <i>Promotion of Human Rights and improvement of livelihoods among the Batwa communities in Kabale District.</i> ○ Informed by this research, AICM has developed an advocacy plan and has already submitted a copy to Minority Rights Group (MRG) for possible funding. <p>AICM has also contributed to a number of other advocacy efforts including the following:</p> <ul style="list-style-type: none"> • AICM worked in partnership with Minority Rights Group (MRG) – International towards lobbying for the passing of the <i>UN Declaration on Indigenous Peoples.</i> • In May 2007, AICM participated in the 41st session of the African Commission on human and People's Rights – Accra, Ghana • Participated in the campaign for the Equal Opportunities Commission of the parliament of Uganda • Participated in signing a petition for the campaign to keep minority voice at the UN (August 2007 – done online) • Participated in the Africa Commission on Human and People's Rights towards the Rights-Based Approach to Development in the context of indigenous peoples (filled a questionnaire 2007) <p>Effectiveness – impact/linkages created</p> <p>Impressively, despite the Batwa's limitations, they are beginning to articulate themselves and through the support of key players like AICM, local authorities are responding to their demands in concrete terms. For example,</p> <ul style="list-style-type: none"> • Murubindi primary school and Rwamahano primary school both established by AICM for the Batwa, applied to the education department to be annexed to UPE schools and this was accepted. As a result, 3 teachers from other UPE schools have been seconded to the Batwa schools so they come to teach there on Government facilitation. Ministry of Education also supplies the schools with UPE items. Previously, the Batwa used to be alienated in the local courts due to lack of court fees. AICM helped them to apply for exemption from paying the local court fees, and this exemption is now effective in Muko, Butanda, and Bufundi Subcounties. • The Batwa, on their own, without the help of AICM approached the Ikumba subcounty officials for support to improve agriculture. They were able to secure a spray pump for pest control. • It is reported that the Batwa community was previously isolated but now they are being recognized by the local Bakiga and by the local governments, translating into tangible access to services as exemplified thus: <ul style="list-style-type: none"> ○ Schools have waived the local government fees requirements on the Batwa children, Health officials are now visiting the Batwa settlements, The in-door spraying against malaria also covered the Batwa settlements ○ Local governments are getting more involved in the affairs of the Batwa as the RDC, CAO and District Chairman have themselves taken interest. ○ The United organization of Batwa Development in Uganda UoBDU) a CBO based in Kisoro was started to mount a collective voice of the Batwa. <p>Other agencies are responding well to the cause of the Batwa through provision of various services. These organizations include for example: Care International, Bwindi & Mgahinga Trust, Nature Uganda, CDRN etc.</p> <ul style="list-style-type: none"> • There is improved personal hygiene at household and community level. People are bathing, washing clothes, washing utensils, increased use of toilets, visiting health centers, and a few have taken on drinking boiled water. • Parents are now sending their children to schools, there is reduction in domestic violence, and inferiority complex among Batwa has reduced. They used to consider themselves less than the Bakiga, also partly because they were treated as such. This is exemplified by among other things, mixed marriages beginning to emerge among Batwa and Bakiga. One Mutwa woman is reported to have recently married a Mukiga man and brought him to live among the Batwa community. • They have improved their nutritional practices as a result of the training they got on nutrition. You can see vegetable gardens around their shelters. • They have taken on income generating projects like making papyrus mats for sale to raise income and they have started to buy household items like mattresses, sauce-pans, blankets etc. which was not the case before. <p>They have also began forming groups to enable them pursue issues together on a self-help basis.</p> <p>The Batwa community is still far from the desired levels of empowerment, as per the programmes' purpose. The challenge for AICM is empowerment of the Batwa to the level where they can fully take charge of their own issues and be capable of interfacing with service providers at a sustainable institutional level. AICM will have to consolidate its focus on promoting education for adults and children as a key strategy.</p>

<i>Position 12</i>	<i>Justification</i>
<p>12. SAP – Slum Aid Project</p> <p>Community Visited: Naguru Community Group</p> <p>Location: Naguru</p> <p>District: Kampala</p> <p>Purpose for Funding: Strengthening support groups to fight against gender based violence in slum communities of Kampala District.</p>	<p>Achievement of the four programme areas – <i>institutional development, empowerment, advocacy and appropriate service delivery:</i></p> <ul style="list-style-type: none"> • In as far as accountability and transparency are concerned: there is evidence that the target groups participate in planning activities to be implemented together with SAP. Also, the target groups, Community Volunteers and District officials attend General Assembly where SAP plans are presented. The records show that Annual and Quarterly reviews are done with the target Groups. • In terms of empowerment, the participating groups hold their own meetings weekly. They implement their own plans and events. They sensitize communities during local council meetings • The organization has carried out research with community Groups in Kibuli, Naguru, Wandegeya and Nakulabye on "The Nature and Magnitude of GBV". The findings have been shared with the Ministry of Gender, District Leaders, KCC and Makerere University. Even if the report is not yet published, a proposal has been tabled with the Ministry of Gender to establish GBV Centres in more communities in urban areas of Kampala • The organization has contributed to other advocacy agenda. SAP created linkages for advocacy for children's rights with ANPPCAN; with Legal Aid to handle referrals; and with FIDA and UWONET on the Domestic Relations Bill <p><i>Effectiveness -Impact/linkages created</i></p> <ul style="list-style-type: none"> • Some creditable impact has been created. The Community volunteers are engaging law enforcement authorities – Police, Probation Department, local leaders for the GBV victims to access justice. Defilement cases are reported to relevant authorities, referred to legal aid clinics and there has been more reach out. • However, the group visited, feels that more awareness is needed on poverty eradication programmes and projects • No facilitation has been offered yet for the target group to rally the wider community to participate in the implementation and monitoring of Government projects, as measure for holding leaders accountable. There is need for SAP to introduce PRMT for articulation for demand of other services by the community; even if demand for collection of garbage has been allocated a track from Kampala City Council, in the case of one target group. • No community plans, identified needs have been integrated in local government plans or budgets; indicating a critical gap in holding the local authorities accountable, as duty bearers, for on-going violence at household level, especially in urban areas.

Position No. 13	Justification
<p>TERREWODE</p> <p>Location: Soroti town, Soroti District, Eastern Uganda.</p> <p>Purpose of funding received from CSCBP: Implementation of a project capacity building for awareness and mitigation of Obstetric Fistula in Teso Region</p>	<p>Achievement of the four programme areas: <i>institutional building, empowerment, advocacy, and appropriate service delivery.</i></p> <p>TERREWODE has performed well in the following respects:</p> <ul style="list-style-type: none"> • Originally, the intervention was only concentrated in Kaberamaido District but after consultative processes, now it has also extended to Kumi, Katakwi, Amuria, Bukedea, and Soroti. And at least 4 districts are represented on the Board (Bukedea, Katakwi, Amuria & Kumi). This is attributed to the lessons learnt during the Organizational Capacity Assessment held in March 2007. • Though not originally involved in the designing phase, district officials from all the 6 districts were invited to the launching of the project. Because fistula is not a commonly known problem, the occasion was also used to create awareness about it and to inform stakeholders about the funding received from EDF. The Emorimor (cultural leader of Teso) was also involved. • After OCAT, a new constitution was developed and it requires TERREWODE to base plans on community needs. The current strategic plan was also developed through a consultative process during a three-day workshop attended by Board members, staff, and representatives of beneficiaries. • During the strategic planning process the target beneficiaries were able to express their issues and these have been reflected in the plan as part of what TERREWODE is now addressing – for example, pregnant women waiting too long when they go to give birth or get antenatal services; having to deliver in open space in hospitals; and limited staff, coupled with harassment by midwives when they go to deliver in hospitals. TERREWODE works directly with the District Directorate of Health Services in Soroti and these issues are being handled as a result of its intervention. • As a result of the awareness seminars and radio talk shows, communities are playing an active role in identifying and recommending the appropriate beneficiaries to TERREWODE. However, there is no evidence to show that such needs are being translated into plans and budgets at subcounty or district level. • The organization has tried to do research as a basis for advocacy. In 2005 they conducted a research on the <i>causes of fistula, its magnitude, treatment available and prevailing coping mechanisms in Teso region</i>. It covered Soroti and Kaberamaido Districts. They employed an <i>Action Research</i> methodology and implemented it in partnership with Women Dignity Project in Tanzania and Gender Health USA. The data is being analyzed in USA and the report is due for launching early 2008 in Teso. <p>In 2001 they did a research on <i>The Causes and impact of forced child marriages on the women and community of Teso during the infamous Teso insurgency of 1987-1993</i></p> <p>TERREWODE has a concrete advocacy plan in place addressing the following issues:</p> <ul style="list-style-type: none"> • Child marriages (through workshops and consultative meetings targeting district officials, teachers, parents, local leaders, and children in school). They also held a <i>Girl Child Conference</i> in December 2006 where 200 girls from the 6 districts attended for 5 days. The thrust of was to help them understand the situation and learn key life skills. • The second issue on the agenda is <i>fighting against the extreme cultural practices accompanying child pregnancy</i>. TERREWODE is advocating for community by-laws to get rid of the harsh cultural treatment of victims of child pregnancy. Already 3/6 districts have drafted ordinances to that effect and TERREWODE has hired a gender lawyer to engender those ordinances. • The third advocacy issue is <i>Free treatment of fistula in hospitals that offer the service</i>. There is no evidence seen to the effect of communities dialoguing with government on service delivery. <p>Effectiveness – impact/linkages created</p> <p>TERREWODE's intervention is creating impact in two major dimensions:</p> <ul style="list-style-type: none"> • Due to the increasing demand for fistula and related services, Dr. Okwana Nicholas, the Soroti DDHS is now grappling with the question: "How do we build capacity among many medical officers to repair fistula? We need to put in place an incentive system to convince medical officers to be trained so they can offer these services as part of routine surgery for sustainability. May be TERREWODE should write a proposal to expand the HR base through offering training!" Though not yet materialized, there are possibilities that this thinking could soon translate into an official position, at least in Soroti district. • The radio talk shows and the home-home visits by the home-based maternal healthcare volunteers is responsible for the increased awareness and better handling of fistula cases at household and community level, the reduction in stigmatization of patients, as well as the increased demand for fistula services in health units. <p>The organization still has a lot of work to do in as far as bringing the issue of fistula to the broad policy agenda is concerned, as well as making it a prominent issue, translating into votes in the budgets of local governments in the districts of operation. This is the bottom-line.</p> <p>Secondly, fistula might as well be just a singled-out case. The challenge ahead is how do you get communities to become vigilant so they can rise up on all the issues affecting them, even those that may not be known by the authorities, without having to wait for a certain "TERREWODE" to emerge. For the remaining period of the project, the organization may have to focus on how to build such capacities in communities to do this. PRMT framework may be useful in this pursuit.</p>

Position 14	Justification
<p>14. FAPAD - Facilitation For Peace And Development</p>	<p>Achievement of the four programme areas – <i>institutional development, empowerment, advocacy and appropriate service delivery:</i></p> <ul style="list-style-type: none"> • The organization is transparent and accountable through involvement of Support Groups that form the pillar at the community level in participating in re-visiting the vision and mission of FAPAD, and there by

<p>Community Visited: Adekokwok sub-county support group (Lira)</p> <p>Location: Lira Town Council</p> <p>District: LIRA</p> <p>Purpose of Funding: Prevention and management of Child Sexual Abuse and Exploitation (CASE) in Apac and Lira Districts</p>	<p>forming a shared understanding of the FAPAD's objectives and concerns in rural development. It is normal practice to expose FAPAD's budgets and expenditure during AGMs.</p> <ul style="list-style-type: none"> • The capacity of the Support Groups has been built to sensitize communities on rights and child protection. The training has also led to improved recording of cases and monitoring of activities. There is evidence that the participating Sub-Counties are supporting the Support Groups meetings by providing furniture and space. • There has been improved collaboration with the Probation Department. But the limited response from the LLGs is attributed to limitations in resource mobilization and the devastation of social infrastructure due to the Kony war in Northern Uganda. • However, there are not yet any clear steps to integrate this important work on child protection in the Sub-County budgets; as such there is no commitment on the part of LLGs to enable demand by the community. • Pertinent research has been done in relation to formulation of Ordinance on Child Protection and Labour recruitment. However, the organization will need support to scale up "proper analysis mechanisms" that would hold potential for wider research in such an important area like child protection; with implications for e.g. sustainable community systems etc • A beginning has been made to collaborate with Action AID, to share the legal officer/lawyer. But there is need for an inter-agency approach, to share information and lessons at district and regional levels; since child protection is a wider advocacy issue than sub-county/district • There are no concrete plans on the ground yet for advocacy work, beyond sensitization in churches and other religious institutions. <p><i>Effectiveness -Impact/linkages created</i></p> <ul style="list-style-type: none"> • The Support Groups as trained paralegals have contributed to the curbing of crime, brining the crime rate down in areas such as domestic violence, child abuse, and land conflicts. FAPAD has come up with a TOT training guide for sensitization at the community level. • The majority of Support Groups are now linked and working with: Police on Defilement, UNHCR for referrals, Cultural leaders, Religious leaders, Save the Children in Uganda and Concerned Parents Association • In regard to the ability of the community to do things on their own, there is the constraint of the Support Groups having to depend on FAPAD/donor for lunch, welfare and transport refund; for organized meetings, even at the community level. However, discussions are going on to identify some supportive IGAs, that can help meet vital community responsibilities in the child protection programme. <p>Sustainability is not envisaged at the community level yet. There are still bottlenecks especially when the issues of child protection are not yet integrated in the budget of LLGs. The Group Leader of ADEKOKWOK SUB-COUNTY SUPPORT GROUP (LIRA) commented: "Sustainability is not certain, also advocacy is a problem"</p>
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Ranking of Grantees for Award 15: ECCA

Position No.15	Justification
<p>ECCA</p> <p>Location: Lyantonde town, Lyantonde District, Eastern Uganda.</p> <p>Purpose of funding received from CSCBP: Enhance community participation in prevention of family violence in Masaka</p>	<p>Achievement of the four programme areas: <i>institutional building, empowerment, advocacy, and appropriate service delivery.</i></p> <p>ECCA has s performed well in the following respects:</p> <ul style="list-style-type: none"> • ECCA trained community facilitators (volunteers). These get information from the village-based self-help groups on weekly basis. • The community facilitators submit their workplans to ECCA. They come to ECCA offices every Monday. • These community facilitators were identified by the very communities they come from. • Originally, the project was designed to be implemented in Rakai but the local authorities advised that it was most needed in Lyantonde. Then the LC III and LCV authorities identified the pilot parishes where ECCA implements the programme. • Its the District Education department identified the schools in which the project is being implemented. • ECCA groups have accessed resources under NAADS – poultry, vaccines and trainings from local government <p>ECCA has carried out a number of research works including: Community assessment on domestic violence in Rakai, Survey on family livelihood and prevention of family violence, the nature of child-headed households, training needs assessment in schools</p> <p>They also compile the minutes of consultative meetings in communities and use the issues raised for advocacy purposes.</p> <p>ECCA has taken on the following issues on its advocacy agenda:</p>

	<ul style="list-style-type: none"> Domestic violence – through radio programmes on Radio West and Radio Buddu. They also do it through group meetings and use of IEC materials. <p>Child Abuse – through village meetings, consultative meetings with leaders and radio skits.</p> <p>Self-Help Groups (SHGs) have been formed but they have not necessarily been able to engage with government. They rely more on what they receive from ECCA.</p> <p>Because they are already organized in SHGs, NAADS has started inviting them for its programme activities.</p> <p>Effectiveness – impact/linkages created</p> <p>Some of those trained in entrepreneurship have initiated income-generating activities, which they did not have before. Classic cases include Judith Tumulamye who set up a nursery school in Feb 2007; Natukunda Amina who started trading eggs following the training and she is now to raise an income and some savings. Interacting with the groups gave an impression that there is a practical appreciation among men of the benefit from women’s participation in-group activities, since it translates into greater empowerment and improved household incomes and stability.</p> <p>However, judging from the community visited, there is no significant indication that the group is engaging local government on issues of service delivery and accountability. ECCA will have to consolidate the capacity of its groups.</p> <p>There are a few traces of community participation, especially in the NAADS programmes, though not quite significant. There seem to be no systems and the confidence to have them participate effectively.</p> <p>Secondly, there is need for ECCA to strengthen its focus on the four outputs of the programme with the view in mind of creating significant drive towards a broadly inclusive approach to development management at the community and local government level.</p>
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Ranking of Grantees for Award 16: KADIFA

Position No. 16	Justification
<p>KADIFA</p> <p>Location: Kasese town, Kasese District, Eastern Uganda.</p> <p>Purpose of funding received from CSCBP: For provision of artificial insemination services to farmers in Kasese District</p>	<p>Achievement of the four programme areas: <i>institutional building, empowerment, advocacy, and appropriate service delivery.</i></p> <p>KADIFA has performed well in the following respects:</p> <ul style="list-style-type: none"> Groups make their own action plans. Each group is independent with its own constitution, leadership and plans. KADIFA basically offers support for institutional development and technical support. Dialogue meetings take place regularly A Strategic plan is in place for 2004 – 2008 and was made with broad participation of the groups. Began with collecting ideas from farmers; then extension link farmers (a.k.a group volunteers – <i>these are farmers who have been trained to the level of offering support to fellow farmers at community level</i>); then the district executive board; then 13 representatives of KADIFA (representatives of Subcounty Executive Committees (SEC) and Parish Executive Committees (PEC) It is clear that KADIFA’s agenda reflects the quests of farmers at the grassroots (members) and this agenda is used to influence NAADS plans. Farmers under KADIFA have been so involved in the NAADS horticulture initiative – following the training in PRM and participatory planning and monitoring; the farmers are now co-funding its implementation. Leaders of the groups who have been trained in PRM, participation, M&E have been co-opted on the parish, and subcounty committees charged with the planning, implementation and monitoring of LGDP e.g. in Rukoki, Maliba and Kitswamba Subcounties. <p>Farmers groups are highly informed of the details of the project, including finances and workplans. Information is displayed graphically on the walls of the office for visitors to access.</p> <ul style="list-style-type: none"> In Bwera Subcounty the Agricultural Extension Officer was transferred for non-performance as a result of communities putting pressure on the subcounty authorities. In the same subcounty there are two other CSO funded by EDF. So they formed a collective voice against the AEO. <p>In Karambi Subcounty farmers refused to take piglets given by AAMP because they were of poor quality. The supplier who had been contracted fell short of the quality they desired.</p> <p>They are not quite strong on research except for the baseline Survey to establish the current situation (2006) on cattle in the district.</p> <p>They have undertaken two advocacy issues: (i) Wild animal that cross from national parks to farmers gardens – yet government does not compensate. As a combined effort with other CSOs, this is being addressed. e.g. the gate collection in the national parks – a percentage of it now goes to the concerned communities. (ii) The Basongora being resettled in areas where there are already cultivators. The farmers association asked KADIFA to voice up the issue, especially in Kichwamba Subcounty.</p> <p>Effectiveness – impact/linkages created</p> <ul style="list-style-type: none"> There is a documentary impression that service providers are beginning to respond to farmers’ expressions. KADIFA is now allowed to get semen directly from Entebbe as a result of local authorities’ recognition of its contribution. As a result of awareness creation, more farmers are now taking on the application of AI as this is reflected in increased demand, from 10 per month to 25 per month. When they involved a Musongora as one of the trainees, they managed to have the Basongora open up their communities. Now Basongora are also demanding for AI. KADIFA drew most of the trainers from the local government. This has strengthened KADIFA’s relationship with the local government. (We met the District Veterinary Officer at his home for a chart and his words attest to a very good working relationship with KADIFA) As a result, KADIFA has been involved in other Local Government programmes like the horticulture project and the banana bacterial wilt sensitization programme. <p>Apart from the group that has recently formed in Kisinga sub-county, which is also looking at starting a SACCO as a result of KADIFA’s intervention, one does not get the impression of sold self-organising groups that are capable of working on their own yet. Moreover, community-wide impact of the intervention in terms of broader sections of the community engaging local</p>

	government and service providers on issues beyond the project is not yet realized. This is where KADIFA still needs to do a lot of work – to have the project benefits translate into multiplier effects such as we are beginning to see in VAD and KADO, for example.
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Ranking of Grantees for Award 17: BUWOPA

Position No. 17	Justification
<p>BUWOPA</p> <p>Location: Busia town, Busia District, Eastern Uganda.</p> <p>Purpose of funding received from CSCBP: Agriculture enhancement project in Busia</p>	<p>Achievement of the four programme areas: <i>institutional building, empowerment, advocacy, and appropriate service delivery.</i></p> <p>BUWOPA has performed thus:</p> <p>In 2001 BUWOPA gave out needs assessment forms to members, which the secretariat and board analyzed and derived the basis for proposals. In December 2006, they conducted a planning retreat at which all stakeholders were represented. On the whole participation is provided through general meetings, the review meetings and activity meetings (provided for in the workplan)</p> <p>BUWOPA mainly focuses on women, widows, those taking care of orphans and youth. It is note-worthy that some members of BUWOPA are councilors at local government or members of NAADS committees as individuals. However, there is no overt evidence that communities have developed the capacity to collectively influence local government plans and budgets.</p> <p>Apart from participating in the NAADS programme there was no pointer at the communities being involvement in implementation and monitoring of other projects</p> <p>No cases were cited to show that communities are engaging local government or CSOs on issues of service delivery, accountability or transparency. They reported to have done a research on <i>markets for produce</i> but there is no systematic documentation of the findings. In the community visited, one does not get a good feel of a people with well developed ability in self-organization.</p> <p>Effectiveness – impact/linkages created</p> <p>The training skills have certainly been translated into better farming methods, although apart from the face-value excitement among those who received goats, it is not clear how these animals have contributed to household poverty reduction</p> <p>However, not much capacity for participation in monitoring of programmes is detected on the ground. The same can be said of formation of pressure groups for lobbying and advocating.</p> <p>On the overall, the weaknesses highlighted above indicate that BUWOPA may have to seek more support from the IO. What is needed is to build the capacity of groups to engage with service providers. Issues of advocacy and community-wide involvement. The secretariat should also be able to catalyze this process by emphasizing the key outputs of the CSCBP in its activities. This is more of an issue of methodology, rather than content of the project.</p>