



# **WEST NILE DEVELOPMENT INITIATIVE (WENDI) PROGRAMME MID-TERM EVALUATION REPORT**

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## LIST OF ABBREVIATIONS

<b>AIDS</b>	Acquired Immunodeficiency Syndrome
<b>AFARD</b>	Agency for Accelerated Regional Development
<b>BOs</b>	Beneficiary Organizations
<b>BoMs</b>	Beneficiary Organization Members
<b>CAADAP</b>	Comprehensive Africa Agriculture Development Programme
<b>CEF</b>	Community Education Fund
<b>DSIP</b>	Development Strategy and Investment Plan
<b>FGSs</b>	Focus Group Discussions
<b>FAL</b>	Functional Adult Literacy
<b>HIV</b>	Human Immunodeficiency Virus
<b>IGAs</b>	Income Generating Activities
<b>JOYODI</b>	Jonam Youth Development Initiative
<b>LLGs</b>	Lower Local Governments
<b>LoP</b>	Life of the Programme
<b>MA&amp;D</b>	Market Analysis and Development
<b>MAAIF</b>	Ministry of Agriculture Animal Industry and Fisheries
<b>MDG</b>	Millennium Development Goals
<b>MTE</b>	Mid-Term Evaluation
<b>NAADS</b>	National Agriculture Advisory Services
<b>NDP</b>	National Development Plan
<b>NEPAD</b>	New Partnership for Africa's Development
<b>NGO</b>	Non-Governmental Organization
<b>OVC</b>	Orphan and Vulnerable Children
<b>PLE</b>	Primary Leaving Examinations
<b>POCA</b>	Participatory Organization Capacity Building
<b>PLWA</b>	Persons Living with HIV/AIDS
<b>PMTCT</b>	Prevention of Mother to Child Transmission
<b>PTC</b>	Post Test Club
<b>ToR</b>	Terms of Reference
<b>UCA</b>	Uganda Cooperative Alliance
<b>UNEB</b>	Uganda National Examination Council
<b>VCT</b>	Voluntary Testing and Counseling
<b>VVs</b>	Village Volunteers
<b>WASH</b>	Water And Sanitation for Health
<b>WENDI</b>	West Nile Development Initiative
<b>WFP</b>	World Food Programme

## ACKNOWLEDGMENT

The Mid-Term Evaluation (MTE) Team of West Nile Development Initiative (WENDI) Programme would like to express its deep appreciation for the guidance and technical comments provided by Gorta, the Agency for Accelerated Regional Development (AFARD) Programme Management Team, the District Political and Technical Leaders and various stakeholders and beneficiaries of WENDI programme.

Our special thanks go to Gorta staff: Aisling O’Broin, Rebecca Amukhoye, and David Ojar Okot; and AFARD staff: Dr. Alfred Lakwo, Wilfred Cwinyaai, Robert Bakyalire, Florence Candiru, Julie Flavia Vuni, Aroma Abakari, Erick Roy Biyala, Bakole Alex, Juma B. Bale and Trinity Abidok. Thanks also go to the various District Local Government Leaders particularly the Nebbi District Chairman, Hon. Okumu Robert and Yumbe District Chairman, Hon. Taban Yassin for their valuable contributions and extensive knowledge on WENDI Programme performance, challenges and recommendations for the remaining implementation period. We equally appreciate the positive comments of Caritas Arua Diocese; a development partners that interfaced with the evaluation team. Finally, we are thankful to the BOs leaders, key informers and all those we had discussions with.

### EVALUATION TEAM

The Mid-Term Evaluation Team was composed of two members (see below) from Africa Tech Consults, a reputable firm with their operation office based in Kampala. Our research assistants included: David Ogwang, who supported the Lead Consultant in editing the questionnaire in the field, Robert Aleni, Richard Agani, Denis Bithum, and Micheal Aleni.

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## 1.0 EXECUTIVE SUMMARY

### I. About the Evaluation

AFARD, with the support of Gorta, has been implementing WENDI a 7-year integrated area-based development programme in the West Nile districts of Nebbi, Zombo, Arua, Yumbe and Moyo among 82 BOs benefiting 10,205 households with 73,958 people. The strategic goal of WENDI is, “to contribute to building a West Nile society in which the people are prosperous, healthy, and informed particularly by empowering rural marginalized communities to transform their energies for the attainment of secure and self-sustaining livelihoods.” This programme is also linked to Irish Aid and FAO project supports.

This external mid-term performance evaluation was conducted to provide Gorta and AFARD with: (i) an independent view of the performance of the programme with particular attention to the impact so far realized; and (ii) Key lessons learnt and proposed recommendations for the remaining phase of the programme.

### II. Critical Findings of the Mid-term Evaluation

- a) **Programme Relevance:** WENDI addresses the core, holistic and prioritized needs of deliberately targeted marginalized communities. Its annual plans are in synch with those of the various District and Lower Local Governments. WENDI thematic focuses are also in line with Gorta/AFARD visions, the National Development Plan 2010-15, Uganda’s Agricultural sector Development Strategy and Investment Plan (DSIP), CAADAP of NEPAD, and the Millennium Development Goals.
- b) **Programme Effectiveness:** WENDI Programme implementation is on track. Few outcome targets are already surpassed. All planned objectives will likely be achieved by 2015 (except for income and AFARD sustainability).
- c) **Programme Efficiency:** WENDI exhibits flexible management practices. AFARD policies are adhered to. The average cost per capita (UGX 800,877) is lower than in other projects. Decision making is participatory. Activities were implemented timely. Absorption rate averaged 90%. Regular monitoring including by government officials informs learning and strategy development. Annual financial audits are conducted by credible audit firms. Accountability and transparency is exhibited to all stakeholders. Finally, the cost-benefit analysis indicated a high 1.5 return on investment.
- d) **Programme Impact:** We found indisputable positive changes. In BoM households: 60% ate 3 balanced meals a day; 70% had food all year round; only 2% had cash saving of UGX 1 million although accumulation of assets was on the increase; 86% accessed safe drinking water and malaria sickness reduced from 66% (baseline) to 21%; comprehensive knowledge about HIV/AIDs was 97%, 86% knew their HIV status; 31% used condoms consistently; 87% of pregnant mothers delivered in health facilities and marital fidelity was 85%. Literacy level increased from 20% to 57% exceeding the 30% 2015 target; 47% participated in LLG decision-making processes; and BOs had UGX 1.1 billion as loan fund. These positive changes explain the high regional demand from all district leaders for expansion into other geographical areas.
- e) **Programme Sustainability:** Local contributions averaging 52% of total investment indicates the urge for self-reliance. BoMs have diversified their livelihood activities in order to sustain food and economic security. Group Loan Scheme has increased financial inclusion. Community by-laws on health and education continue to demand compliance.

Functional committees continue to manage their BOs. P4MA has enjoined BoMs with the market where they can access other goods and services. Citizenship building is improving BoM relationships with LLGs to demand for public goods and services.

### **III: Lessons Learned**

The best practices that should be replicated includes: (i) setting up functional thematic committees; (ii) provision of one-off start-up inputs that supports the notion of self-reliance; (iii) promotion of group loan scheme; (iv) conditioning of borehole drilling to “Turn-key contract” and BO-based operation and maintenance system; (v) community policing of sanitation and children’s education; (vi) provision of trainings by local people, within BO sites; (vii) family-centered targeting and wealth creation; and (viii) multi-stakeholder participation, transparency and accountability.

### **IV: Main Challenges**

WENDI programme is still faced with: Few AFARD staffs relative to the programme outreach. BoMs still value food quantity than quality and gender inequality in food sharing practices is strong. Household cash incomes remain below the national poverty line. Access to safe water is within long distances to many BoMs. PLWA/OVCs lack economic empowerment. Formal education continues to favor boys. School infrastructures are inadequate for better learning. Vocational skills for youths and functional adult literacy (FAL) for the old have been neglected over the years. Good governance requires attention. BOs are still charity-oriented. Finally, the current Gorta funding is inadequate for the scope of the programme.

### **V: Major Recommendations**

For a strategic post 2012 investment, AFARD/Gorta should:

- Transform BOs into business entities using the cooperative model and strengthen BoMs with adequate business management skills.
- Increase agricultural productivity through tractor use and value addition with due attention for environmental conservation to avoid the risk of natural resource extraction.
- Drill more boreholes in sparsely settled areas concurrently with sanitation and hygiene education and community sanitation by-law enforcement.
- Provide biomedical services (condoms, HCT, and HAART) together with economic empowerment of OVC/PLWA and sexual and reproductive health mainstreaming.
- Provide pre-primary and primary education facilities (especially classrooms, VIP latrines, teachers’ houses, solar lights and computers, and library) in conjunction with Community Education Fund up scaling, vocational skills for youths, FAL for adults and education by-laws enforcement.
- Build political capabilities of citizens to advocate their leaders and local government leaders to be responsive to their constituencies to improve access to public services.
- Employ additional staffs; develop a sound M+E system; and diversify revenue sources by completing the office block in Nebbi and explore long term investments.
- Expand the programme into other areas in the region and share best practices with other partners.

In sum, the MTE found a sound WENDI programme design and focus. It addresses households’ multidimensional poverty. The implementing agency exhibits exemplary management capacity and accountability. The programme performance is on track and all its planned objectives will be met (except income security and AFARD sustainability). We therefore recommend that post-2012 Gorta/AFARD should: expand the programme; document performance for visibility; and fund more the neglected thematic components.

## 2.0 INTRODUCTION

### 2.1 Historical Context of the Interventions

Figure 1: WENDI Programme Coverage Area



Gorta's support to the West Nile region dates back to the 1990's. Since then, small isolated projects generated by largely elites with minimal participation of would-be beneficiaries were funded. This started to change from 2000 onwards when AFARD began to provide capacity building and coordinating roles. From October 2008, this funding arrangement was reviewed and the Board of Gorta decided to adopt an area-based approach for West Nile region hence the evolution of the West Nile Development Initiative (WENDI) programme. WENDI is concerned with consolidated funding for an integrated rural development coordinated by a credible agency (AFARD) but targeted primarily at empowering marginalized communities to fight the varied forms of

livelihood insecurities they are faced with. See **Annex 1** about the lead actors.

### 2.2 Brief Description of Programme Interventions

The overall goal of WENDI is “to contribute to building a West Nile Society in which 82 BOs with 10,205 households and 73,958 people in the districts of Nebbi, Zombo, Arua, Yumbe and Moyo are prosperous, healthy, and informed particularly by empowering rural marginalized communities to transform their energies for the attainment of secure and self-sustaining livelihoods”. The programme strives to enable its beneficiaries achieve food and nutrition, and economic security, human development, and good governance.

The WENDI programme has been in operation for three years since 2009 and 2012 is its fourth year. The first year of WENDI implementation was in 2009 (April 2009 – March 2010 under grant NoUGA/1906/09). During the year, 51 Beneficiary Organizations (BOs) with 7,583 households were supported. The second year (only for 6 months) was from May to December 2010 (under grant NoUGA/1982/10). That year witnessed an increase in the number of BOs from 51 to 82, benefiting households from 7,583 to 10,205 and direct beneficiaries rose from 49,067 to 73,958 people. This outreach was maintained to date without further expansion.

The key WENDI programme expected results include: 100% of beneficiary households are food secure three balanced/nutritious meals a day); 85% of beneficiary households have cash savings  $\geq$ UGX 1 million and physical assets to buffer livelihood shocks; 100% of beneficiary households access safe water; HIV/AIDS incidence rate is reduced by 10%; Literacy rate is increased by 15%; Empowered citizen effectively engage with their local governments for responsive and accountable governance; Community groups have transparent leaders and have own fund of least UGX 25 million; and AFARD is able to fund 25% of its development budget.

### **2.3 Objectives of Mid-Term Evaluation**

The main objective of the Mid-Term performance evaluation was to provide to Gorta and AFARD with: a) An Independent view of the performance of the programme with particular attention to the impact so far realized, focusing on achievements in relation to the desired changes in the lives of BO members and growth of BOs; and b) Key lessons learnt and proposed recommendations for the remaining phase of the programme. The specific objectives as outlined in the Terms of Reference (ToR) were:

- i. Assessment of the performance of the programme: its relevance, effectiveness, efficiency, impact and sustainability; and the extent to which the programmes' expected results are being achieved;
- ii. Analysis of the programme design, in terms of partnership, participatory planning, monitoring, management, reporting and documentation of lessons learned and best practices to improve the next phase of programme implementation;
- iii. Assessment of main strengths, weaknesses and any constraints to the implementation process and achievement of goals; and
- iv. Formulation of key recommendations pertinent for future interventions.

### **2.4 Approach and methodology for addressing key evaluation questions**

In line with questions outlined in the ToR, the methodology used to conduct the Mid-Term Evaluation included the following:

- i) Literature review of the following documents: Baseline Study Report, Quarterly Progress Reports, Roles and Responsibilities of WENDI Primary Stakeholders, Annual Performance Reports 2009-2011, and selected district and lower local government development plans;
- ii) Households' surveys using a structured questionnaire to assess the key programme outcome and impact indicators defined in the log frame. This included aspects of: food and nutrition security, savings, productive assets, access to safe water, morbidity from water related causes, HIV/AIDS awareness and positive behavior, literacy, vocational skills, and good governance among BoMs;
- iii) Key Informant Interviews (KII) using checklist focusing on group and programme leaders and services providers;
- iv) Focus Group Discussions (FGDs) using checklist, focusing on group members to enable supplement information collected at household level; **Figure 2**, shows focus groups of Paleo and Dei PTC WENDI Programme groups; and
- v) Participant observations at service delivery and technology sites using cameras to capture current activities implemented and reported visible outcomes.

These methods allowed for data triangulation and validation of findings from different sources.

**Figure 2:** Focus Group Discussions with Paleo&Dei PTC WENDI Groups



## **2.5 The Survey Design**

The evaluation assessed all aspects of the programme design, implementation and reporting. The evaluation process included desk studies, briefings of evaluators, and field visits to BOs. The evaluation team used the established baseline conditions as benchmarks for assessing progress achieved towards the set results. The status of each parameter per result (in line with the evaluation questions) was ascertained i.e. what WENDI's intervention contributed to, any challenges, the achievement level and an explanation where it was not.

**Sampling Procedure:** Given the programme outreach (five districts, 82 BOs with 10,205 household and 73,958 people), by use of Krejcie and Morgan (1970) table a sample size of 370 households (at 95% confidence level with a 5% margin of error) was adopted. However, due to a number of limitations like flooding, 92% response rate was achieved in 342 households composed of 56% male and 44% women headed (see **Annex 2**). Jonam Youth Development Initiative in Pakwach Town Council and Dei Post Test Club in Panyimur were purposive selected due to the fact that their main focus was HIV/AIDS.

## **2.6 Applied Data Analysis**

Analysis of both secondary and primary data was conducted. In order to ensure quality data collected, the process started right from the design of data collection tools by the Data Analysis specialist, with the Lead Consultant designing coded questionnaires which enabled the transformation of data from hard paper forms to usable electronic format.

## **2.7 Study Limitations/Constraints**

In the course of the evaluation, the Team met a number challenges, namely:

- i) Due to lack of records (like on farm outputs, incomes, etc) such data at BoM levels were based on recall. As such, they should be treated as estimates.
- ii) Districts in which the programme extended in 2010 lacked baseline data. Effectiveness measure was then based on a comparison between 2009 baseline and MTE assessment.
- iii) The Evaluation Team had difficulties in accessing some of BOs due to the rainy season that made the already poor roads impassable.

Notwithstanding the above, the Team believes that the findings of this report are appropriate and based on the evidence gained through the applied methodology. The achieved results are attributed to WENDI programme contributions as it was the only program in the communities.

## 3.0 MID-TERM EVALUATION FINDINGS

### 3.1 Introduction

The MTE aimed at assessing the relevance, effectiveness, efficiency, impact, sustainability and visibility of WENDI programme. This assessment was based on the justifications and envisaged programme results. **Annex 3 and 4** presents the commitments of the programme and the log frame. Below are the findings.

### 3.2 Programme Relevance

The MTE sought to assess the programme relevance, i.e., the extent to which the objectives of development interventions are consistent with beneficiaries' requirements, country's needs, global priorities and partners' and donors' policies.

WENDI programme was formulated on a justified need. Data from Uganda Bureau of Statistics by 2009 indicated that in West Nile 90% of the people were subsistence/smallholder farmers living on 1 acre of land and rain-fed farming activities. Over 6 in 10 persons were living on less than US \$ 1 a day, dying young at only 46 years when mainly illiterate (44%). Such a precarious situation was justified by the 2009 WENDI baseline study which found out that majority of the people in the marginalized areas of West Nile were leading insecure livelihoods. They were food insecure (only 42% ate balanced diet), economically unstable (average income per season was about UGX 100,000 and productive assets were missing), unhealthy (37% of the people were always sick: 85% from unsafe water and sanitation related sicknesses amidst 10.2% with casual sexual partners, 11.0% engaged in transactional sex; and 14% engaged in intergenerational sex), illiterate and unemployable (adult literacy level was only 20% while only 3.4% had any form of vocational skills), and collectively unorganized (POCA score of only 39%).

While the above studies reveal the right fit of WENDI programme in the local needs, it further shows the strong link (as is shown in annex 1 about Gorta and AFARD) between the programme and the vision and mission of both of the lead funding and implementing actors.

Further, the programme is aligned with and contributes towards:

- The felt needs of the various District and Lower Local Governments. The annual multi stakeholder consultation enables the integration of WENDI plan with the district and sub county development plans. AFARD plans were also integrated into the district development plans of Nebbi and Yumbe districts.
- The national development plan 2010-15 that provides a framework for Uganda government development direction. WENDI Programme contributes to the following NDP objectives: 1) Increment in household incomes; 2) Enhancement of the quality and availability of gainful employment; 4) Increment in access to quality social services; 5) Promotion of innovation and competitive industries; 6) Harnessing natural resources & environment for sustainable development; and 7) Strengthening good governance and improvement in human security. Further it specifically links with all the *Uganda Development Strategy and Investment Plan (DSIP)* objectives: 1) Increase agricultural incomes by raising production & productivity; 2) Ensure household food and nutrition security; 3) Create on & off-farm employment opportunities; 4) Promote value addition to agricultural products; and 5) Promote domestic & external trade in agricultural products.

- At the continental Organization of Africa Unity level, WENDI contributes to all the NEPAD's CAADAP's agriculturally-led development pillars: 1) Land and water management; 2) Infrastructure and traded related capacities for improved market access; 3) Support to productivity increasing activity; and 4) Agricultural research, technology dissemination and adoption.
- Finally, at the global level WENDI contributes to a number of the Millennium Development Goals (MDGs) especially: 1) Eradicate extreme poverty and hunger; 2) Achieve universal primary education; 3) Promote gender equality and empower women; 4) Reduce child mortality; 6) Combat HIV/AIDS, malaria and other diseases; 7) Ensure environmental sustainability; and 8) Develop a global partnership for development.

### **3.3 Programme Effectiveness**

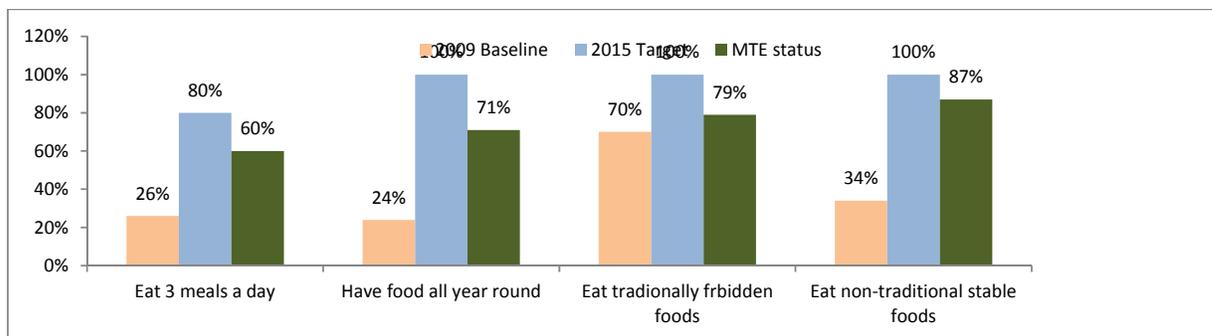
Programme effectiveness was assessed on a number of parameters among which was finding out: To what extent the objectives are being achieved mid-way of the implementation? Are the intended changes taking place in addressing the needs and priorities of the BoMs? To what extent are the beneficiaries satisfied with delivered results? Below are the findings.

- In terms of outreach, the programme started with 51 BOs and increased in 2010 to 82 BOs. As at 2012 this number had reduced to 81 BOs (with Panyimur parish expelled due to gross deviation from WENDI operational principles). However, this level of outreach was only 50% of the originally planned programme target of 161 BOs. About 720 people (8% decline) also dropped out. These were BoMs who BO leaders and BoMs noted were uncooperative members especially in complying with demand for safe sanitation, mandatory fees, and loan repayment. The district leadership supported the expulsion as a purge of “opportunistic.”
- BoM participation was also found out as high. Evidences from annual planning data revealed that programme activities were identified annually by BoMs through participatory planning processes that also involved BoMs, local government officials, other NGOs in the area, and local leaders.
- Innovations were exhibited by: (i) the village approach that brought in the rich and poor to work together; (ii) targeting the kitchen that allowed many women in polygamous marriages to benefit from the programme. Given to men, only favored wives would have received programme benefits; (iii) allowing all BoM household members to take part in the programme. This enabled shared ownership of programme activities and outcomes; (iv) Group Loan Scheme that unlike VSLA enables continuity of financial inclusion; (v) providing only start-up inputs cultivated the sense of self-reliance instead of donor dependence mentality common among many NGO project beneficiaries; (vi) budgeting in a cost-sharing approach that also reduced donor dependence for “do it yourself” development approach; (vii) community education fund united BoM to the realize that it is their responsibilities to educate their bright but needy children instead of waiting for any well-wisher to come to their rescue; (viii) conditioning of borehole provision to turn-key contract that reduced dry-wells common in many local government contracts and user-fees managed on the bank account of the borehole; (ix) community bylaws for sanitation and education strengthened community policing for desired changes.
- The analysis of outcomes reveals that the capacity building trainings yielded better adoptions. It also shows beneficiary and leaders satisfaction with the programme. Annex 5 shows that the programme performance against 2009 baseline and 2015 Life of Programme (LoP) targets. The finding portrays that: (i) some few targets have been

surpassed; (ii) underperformance exists in some targets like asset acquisition and education dropout rates; (iii) many targets are likely to be met by 2015; and (iv) in some areas like cash savings and AFARD sustainability the targets are unlikely to be met. There are also variations by district in outcome achievements. For instance:

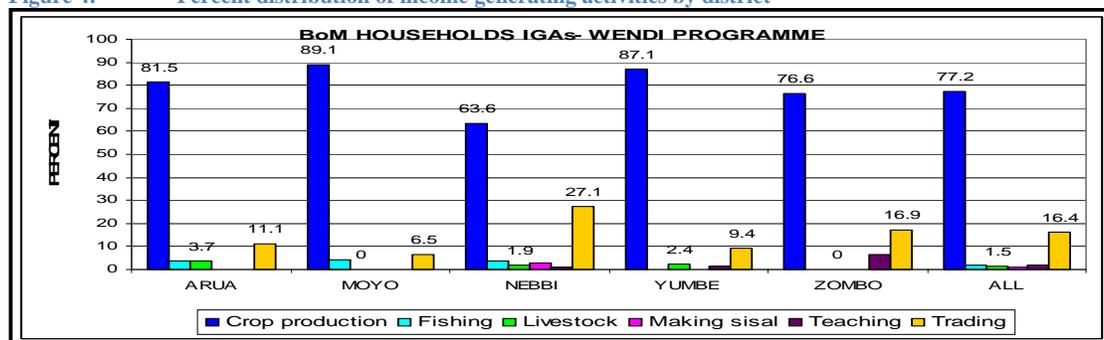
- In food and nutrition security, the LoP for eating 3 meals a day stood at 60.2%, which is over 75% of the % target. While for the 80% BoM expected to have food all the year round, the MTE found an average of 70%; highest in Yumbe and Arua at over 80% and lowest in Nebbi at 60.4 %. See figure 3 below.

**Figure 3: BoM food security achievements**



- In economic security, the LoP target of 100% for the BOs operating a group loan has been achieved. Numerous income generating activities have emerged (see figure 4). BoM households have also improved their incomes, with 44.3% of crop farmers and 80% involved in livestock earning of over UGX 1 million (see table1) However, cash savings of UGX 1 million and above was still very low. Only 2% BoM (about 20 members compared to only 8 in 2009) had that savings (highest in Arua at 3.7% and zero score in Moyo). The LoP 65.0% target is unlikely to be achieved. Through field focus group discussions, it was noted that it is difficult to save over UGX 1 million in the face of competing needs. When the programme began BoMs were very poor and unable to buy assets and pay school fees. Now, instead of savings, their first priorities were to purchase household assets, pay school fees, and start/grow businesses. This is also confirmed by Bank of Uganda that notes that cash saving in Uganda is still very low with only about 10% of Uganda’s 34 million people having bank accounts.

**Figure 4: Percent distribution of income generating activities by district**

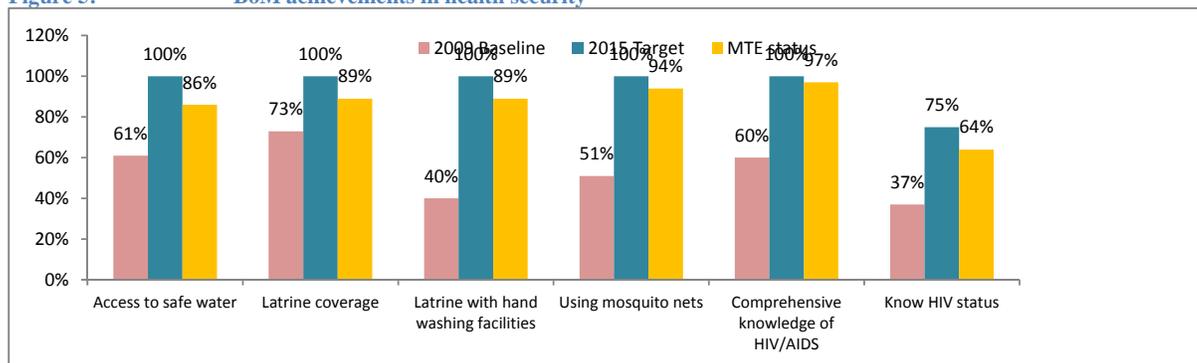


**Table 1: Percent BoM households incomes levels from crop and livestock farming**

INCOME LEVEL	CROP FARMING		LIVESTOCK FARMING		ALL (342)
	2009 Baseline	2012 Mid-Term (117)	2009 Baseline	2012 Mid-Term (5)	
None	35.8	0.0	80.7	0.0	0.0
1 - 100,000	43.6	0.8	14.0	0.0	0.6
100,001 – 250,000	11.8	4.2	3.1	0.0	3.5
250,001 – 500,000	5.5	13.3	1.8	0.0	11.4
500,001 – 1,000,000	3.0	37.5	0.4	20.0	35.4
Above 1,000,000	0.0	44.3	0.0	80.0	49.1

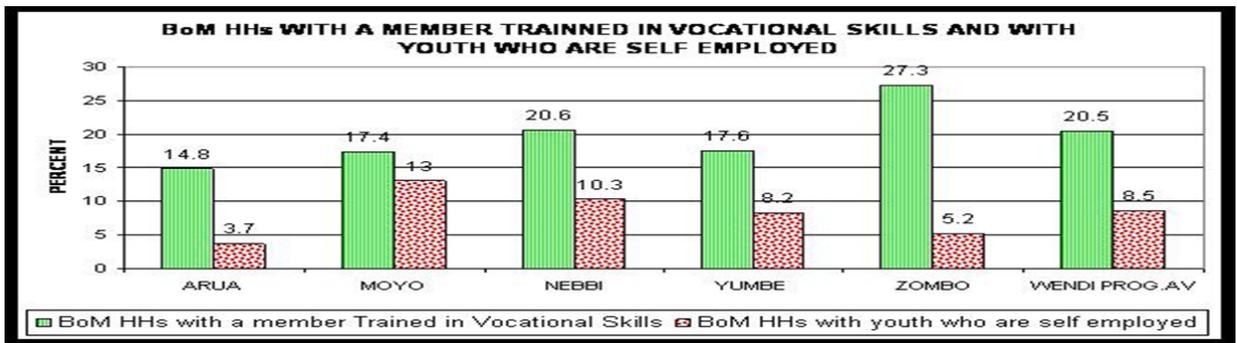
o In health security (annexes 6-11), the LoP for access to safe water on track given that 85.5% have been achieved mid-way (highest in Yumbe with 95.2% and lowest in Moyo at 73.9% and Zombo at 71.4%). The 100% target for use of hand washing facilities is on track too given its average of 86.6% (highest in Moyo at 93.3% and lowest in Nebbi at 78.3%). Malaria rates reduced from 66% in 2009 to 32% in 2012 (a reduction of 52%). Comprehensive knowledge LoP target of 100% has been attained in some districts mid-way of the implementation although the 96.7% achievement is sign that it is on track. While Moyo has 100%, Nebbi stood at 95.5%. Marital fidelity LoP target of 85% has been surpassed at 89.6%. However, consistent condom use is low at 31.3% (which is only 52.2% of LoP target). The Nebbi District Chairman, Mr. Okumu Robert said, *AFARD has done a great job in all the activities they are implementing. One good example is the elimination of cholera in Panyimur along the Lake Albert where it was an annual epidemic. AFARD's approach through consultation, collaboration, and reporting with local leaders has made the programme implementation very fast and effective.*

Figure 5: BoM achievements in health security



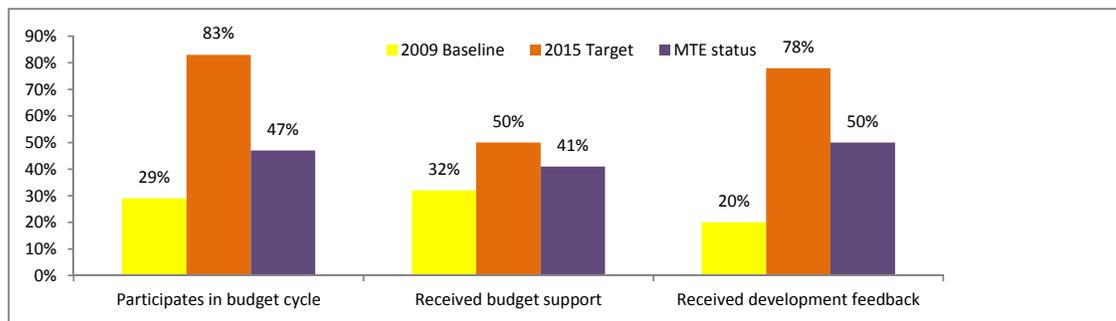
In education, enrolment has surged above 100% indicating that even too young and older children are going to school. But dropout rate has surged from 7.6% baseline status to 9.2% midway (highest in Moyo at 11.6% and Nebbi at 10.6% and lowest in Arua 7.5%) well above the LoP target of 1%. Vocational skills remain low at 8.5% (which is only 70.8%) of LoP target for 2015 (highest in Zombo at 27.3% and lowest in Arua at 14.8%). See also annex 12.

Figure 6: Percent BoM trained in vocational skills for Self-Employment



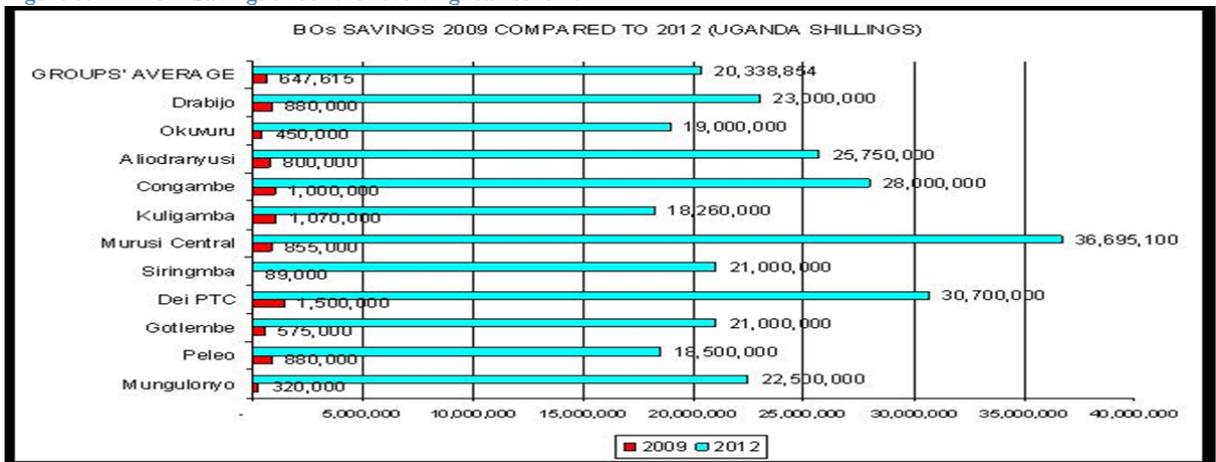
- In good governance (annexes 13-15), the number of BoMs that received support from local governments increased from the baseline status of 26.6% to 41.2% (which is 82.4% of the LoP target for 2015); and Yumbe and Moyo districts have already surpassed the 2015 set targets at 120.0% and 126.0% respectively).

Figure 7: BoM achievements in good governance



- In institutional development, the LoP target of 90% BOs having UGX 25 million and above is on track as 80% of the BOs have achieved this target and on average BOs have UGX 20.3 million savings.

Figure 8: BoM Savings under the revolving loan scheme



- Finally, for AFARD sustainability, the annual report 2011 showed that it depended 98% on donor funds. Its local revenue of 2% was far below the 25% target share. Discussions with AFARD management also revealed that the high expectation from P4MA was not yielding the expected results.

### 3.4 Programme Efficiency

The MTE also assessed the efficiency by exploring the management practices, resource utilization, value-for-money test and learning. We found out that:

- WENDI programme exhibited flexible management practices. AFARD and Gorta funding policies are adhered to. For instance, activity cost variations were all sought from Gorta and budgets were adjusted after approval. Besides, AFARD management reported that they had an open communication with Gorta programme management team. The Executive Director remarked,

*We have dealt with many donor agencies but Gorta is unique. The Programme Management team is very supportive and listens to on-the-ground ideas. We work as a team committed to achieving the programme impacts. Ideas are shared and not dictated. Errors are points of learning. Capacity building is vital and dialogue is a norm. These qualities you cannot find with other “I know it all” donors.*

- Budget allocation showed strengths in getting priorities right. From table 2 below, it is evident that attention was given to BOs and BoM development. Administrative cost was kept at a minimal level. Further, the cost per capita is lower than in other projects. For instance, under the government popular NAADS programme, each beneficiary is provided annually with UGX 105,000 per food security farmer, UGX 920,000 per market-oriented farmer, and UGX 1,500,000 per commercial farmer. Food security farmers only receive either 1 goat or seeds worth ½ an acre of land contrary to WENDI programme where the start is 2 goats linked to a Billy Boer for cross multiplication, 2 chickens and a cockerel, and seeds for planting at least one acre of the staple food crops.

**Table 2: WENDI budget allocation 2009-2012**

Intervention Area	Actual 2009 (UGX 4.7bn)	Actual 2010 (UGX3Bn)	Actual 2011 (UGX 3.3bn)	Proposed 2012 (UGX 3.2bn)
Agriculture	31%	41%	32%	23%
Income Generation	1%	2%	24%	17%
Health	33%	29%	14%	11%
Education	10%	2%	4%	3%
Good governance	0%	0%	1%	3%
O D/Networking	16%	17%	17%	15%
BO Admin	2%	3%	1%	1%
AFARD Sustainability	6%	4%	0%	12%
AFARD Admin	1%	2%	7%	15%

- Local contribution towards WENDI programme is also impressive. Analysis from the various annual reports revealed that BoM contributions (in cash and kind) has over the years averaged at 52% from only 9% in 2009 to 36% in 2010, and now 76% in 2012.
- Decision making was also found to be participatory. Top management does not dictate what should be done. At the BO level, functional committees are in place for each key component. Weekly, staffs meet and share their experiences. Learning is thus routine. Added to regular monitoring including by government officials and the Board of Directors, WENDI programme continues to benefit from timely activity implementation and learning and strategy development.
- Annual financial audits are conducted by certified external audit firms. While KPMG audited the project accounts in 2009-10, Deloitte & Touché conducted the 2011 audit. These are firms with credible and respectable records.

- Accountability and transparency is exhibited to all stakeholders. For instance, same plans, budgets and reports are shared with all stakeholders. The District LC V of Yumbe had this to say, “AFARD exhibit a high level of accountability and transparency to all actors involved in the project. This has not been done by even international NGOs.”
- Annex 16 presents the cost benefit analysis. It indicates that the overall returns from the programme is above the opportunity cost of investment (>1). For every penny invested in the programme, half is earned back.

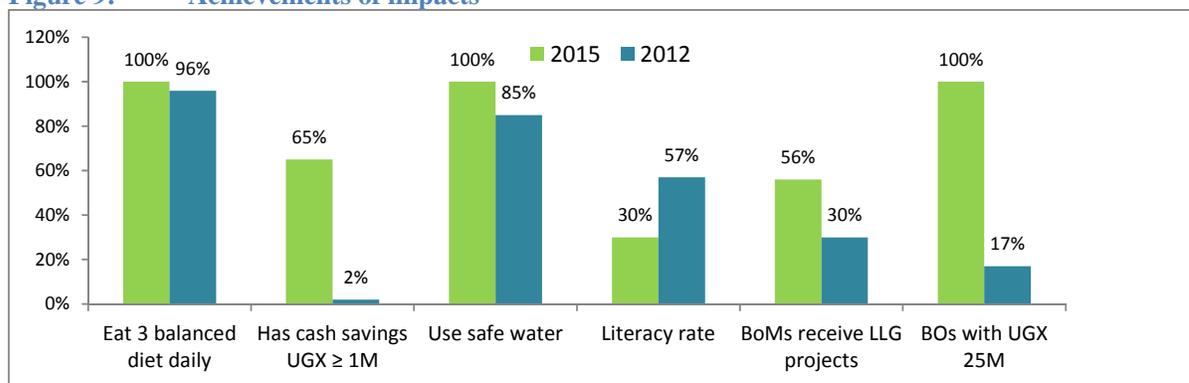
### 3.5 Programme Impact

In identifying the long-term changes of the programme, attention was paid to how the effectiveness gains translated to the wider concrete changes, synergies, and lessons learned. Below is the finding.

#### Plausible impacts

From the quantitative household data, the achievements along some of the impact indicators set for the programme are shown below. Figure 9, shows that in almost all the envisaged goal indicators the programme has performed well. Such a performance also shows the high likelihood of achieving the planned impacts.<sup>1</sup>

**Figure 9: Achievements of impacts**



#### Attributable impacts

To further understand the change dynamics, focus group discussions and KII helped elicit many qualitative information from BoMs, and local government leaders, among others. What emerged is summarized in annex 17. Below is a snapshot of the key changes from WENDI programme.

- The most recited impact was on food and nutrition security at BoM household level. Crops grown by BoMs recorded over 40% increases in yields with cassava having the highest increase of 75.1%. However, increased production and area expansion was found to lead to degradation of environment due to poor soil and vegetation management. Further, with knowledge on nutrition and awareness of what is composed of a balanced diet, women who never used to eat chicken and eggs are now eating them, in addition to feeding them to children. Men were also reported to be eating green vegetables that they used to dislike. A female FGD laughed that “*in the past our husbands hardly ate green vegetables. Men would prefer to sleep hungry than eat vegetables. However, this is now changing. They now demand for some vegetables as part of the daily meals.*” Dietary

<sup>1</sup>It should be noted however that without a case control approach right from the start of the programme, the level of impacts below should be read with caution.

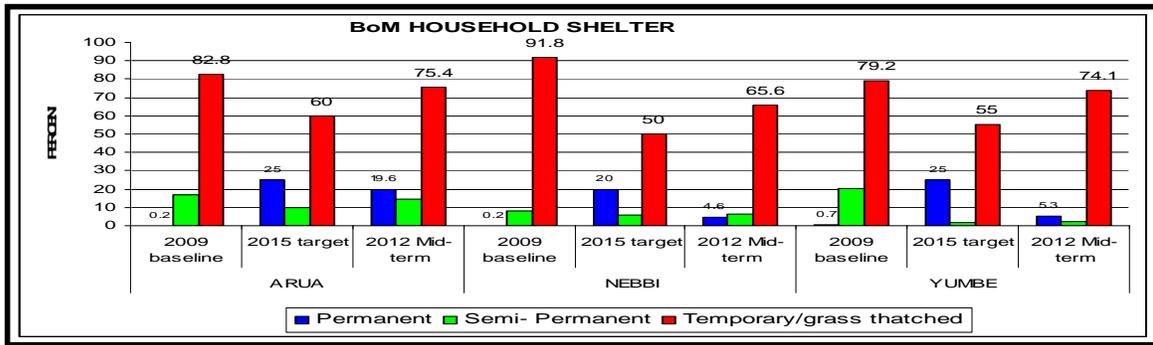
improvement has also led to reduction of kwashiorkor among children. Finally, many households are now conscious of selling all their food stocks. They prefer to grow crops with clear plans for food or sale. In support of these impacts, the Nebbi District Production Coordinator Dr. Okwir Anthony speaking on what worked well said, “WENDI programme has made a big difference in terms of food and nutrition security enhancement among the communities. The BoM households supported under the programme no longer experience food shortage compared to non-beneficiary households living in the same villages. The programme efforts to address food security have triggered increased production and most families are demanding for market access for surplus produce on household consumption”. On the other hand the Arua District Production Coordinator Mr Jimmy Bamunu Ayoma said, “I can assure you people are very appreciative not only on food security support but also on enterprise diversification.”

- The promotion of diversified livelihoods has yielded change foremost in the mindset of BoMs. Savings culture has taken root (see table 3 below). Women pointed out that “men who used to spend much of their money on luxury goods now save for a purpose.” Many BoMs have also joined other savings groups in order to widen their risk pooling options. Further, the increase in income has driven BoMs away from grass thatched houses to iron sheet roofed (see figure 10 below), from papyrus as beds to mattresses and from no chairs to cushion chairs. With fair income, many BoMs reported being able to pay medical costs in private clinics and pay school fees especially for post-primary education, while those who used to have difficulties in purchasing scholastic materials and uniforms are now able to do so. This has reduced the dropout rates of children of WENDI programme beneficiaries to a much lower level than the district and national averages.

**Table 3:** BoMs saving’s characteristics and loan use

BoMs PARTICIPATION IN SAVINGS GROUPS		Arua	Moyo	Nebbi	Yumbe	Zombo	Average
Belongs to AFARD savings group (%)		96.0	100.0	96.2	100.0	98.6	98.2
Average amount of savings with WENDI group (UGX)		196,250	185,326	233,536	209,589	230,960	217,225
Has ever got a loan from AFARD scheme (%)		91.7	88.4	84.4	89.3	90.8	88.2
Belongs to other savings scheme outside AFARD (%)		24.0	50.0	30.0	43.4	27.5	35.4
How the loan was utilized (%)	Start business	50.0	56.3	53.3	36.4	31.7	43.4
	Buy HH property	14.3	12.5	20.0	25.5	25.0	21.3
	Pay fees	14.3	21.9	13.3	30.9	18.3	20.4
	Other Investments	21.4	0.0	3.3	3.6	11.7	6.3

**Figure 10:** Type of BoM houses



- The investments under the health security theme have also yielded enormous impacts. Access to safe water has improved social harmony from the conflict that used to be common as women competed on who should fetch water from a dugout well. It has also improved self-esteem among women who highlighted the shame they would carry for being unable to bath regularly due to water shortage. Access to safe water and better home sanitation facilities has also reduced the rate of waterborne diseases commonly transmitted through contaminated water for drinking, bathing, washing utensils and for food preparation. The disease that were easily noticed by BoMs and local leaders to have reduced especially in Panyimur along Lake Albert and Rhino Camp along River Nile were diarrhea, cholera, abdominal pain, typhoid and skin diseases. Figure 11 also shows improvement in malaria prevalence. However, this has sparked high demand for more boreholes and mosquito nets by both sparsely populated BOs and district and sub counties.
- Meanwhile, community mobilization and sensitization on HIV/AIDS has led to a high demand for HIV testing than government facilities can offer. The confidence built by community educators has also witnessed many HIV positive people publicly declaring their HIV status. Meanwhile pregnant mothers who know the risks of mother-to-child transmission of HIV are deciding to deliver in health facilities (see figure 12).

Figure 11: Malaria prevalence among BoM household

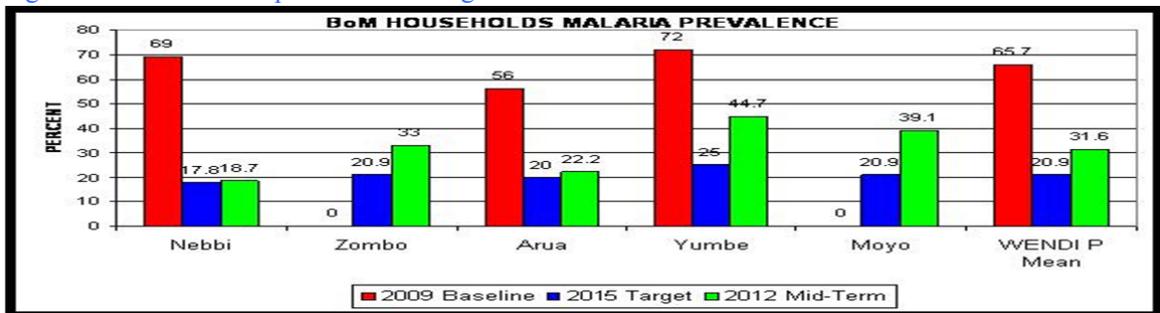
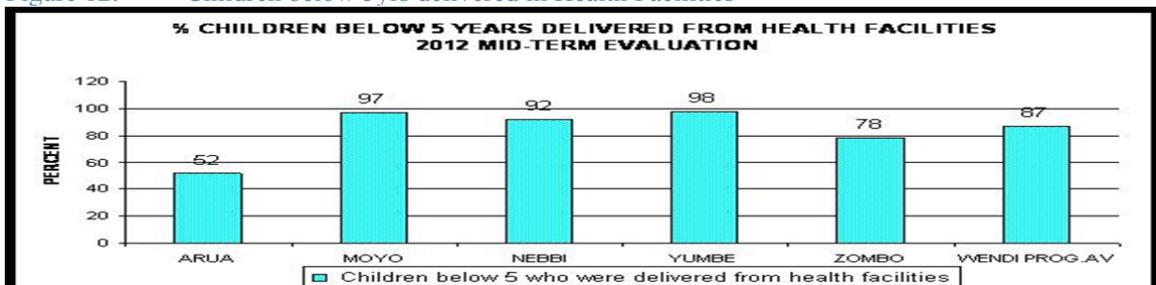


Figure 12: Children below 5yrs delivered in Health Facilities



- In education, the social mobilization, community education fund, and some infrastructural support has led to a 37% increase in the proportion of BoM household population who are literate (able to read and write) up from 20% in 2009 to 57% mid-2012. Improved economic security has encouraged some parents to send their children for quality education especially at secondary level in good schools than their universal secondary schools in Nebbi and Arua towns. This has gone hand-in-hand with the emergence of many community schools ranging from nursery to primary levels. The Chairperson Congombe Women Group in Zombo district, Ms. Mariekmungu Joan had this to say, *“Under the programme the group accessed UGX 5 million which has been put in the loan scheme and the accrued interest is currently sponsoring 3 children in different secondary schools, which had never happened before the programme. The collective responsibility also led to the establishment of a nursery school, to prepare our children for competitive primary schools, and also to enable them start school early, given the fact that late enrollment is one of the causes of high dropout rates.”* However, this has increased the demand for infrastructure by BOs.
  
- In terms of good governance, the awareness about rights and bringing together the poor and the leaders helped improved trust among BoMs and their local governments. BoMs reported that before they felt isolated by their elected leaders because they did not know about the way government works and financial hardships their local governments had. And with trust has come the ambition of many BoMs to take up the leadership position in their local governments. A number of LC 3 chairpersons and councilors were reported to have come from WENDI programme. Further, there is also increased participation of BOMs in the management of their churches and mosques.
  
- Through the programme, AFARD was reported as one of the best and credible NGO in the region. Its approaches (see innovations under programme effectiveness above) were hailed for being pro-poor and sensitive to government inability to deliver services to hard-to-reach but needy communities. The pace it has set with being transparent on all its activities has compelled district and LLG leaders to start pressurizing other NGOs to emulate such practice. However, the visible results have increased the demand from all LLGs and district local governments for WENDI programme expansion from the current 81 BOs to 161 BOs by 2017. This, the leaders argue will help provide opportunity for many poor people to become healthy and economically productive.

### **Synergies with other stakeholders**

AFARD has also built good working relationships through WENDI programmes with a number of institutions both in Uganda and abroad. For instance, the programme has partnership agreements with Makerere University (for livestock and soya beans productivity enhancement) and SNV for capacity building of the business wing. Improved agro-technologies were also sourced from Namulonge, Serere and Abi ZARDI research institutes. During the start-up phase young researchers were also sourced from Uganda Martyrs University and Africa Studies Center, Leiden (the Netherlands). Finally, synergies have also been built with the different regional local governments.

### **3.6 Programme Sustainability**

To assess WENDI programme sustainability focus was put on exploring the plausibility of continuity of the accrued benefits (outcomes and impacts) after the exit of funding. Our findings are below.

**Table 4: Percent of BoMs with at least 1 acre of crop for food and income**

DISTRICT	Opened at least 1 acre of P4MA			Opened at least 1 acre of Cassava		
	2009 Baseline	2015 Target	2012 Mid-Term	2009 Baseline	2015 Target	2012 Mid-Term
Nebbi	46.9	89.0	76.2	50.2	100.0	93.2
Zombo	0.0	91.3	76.0	0.0	100.0	95.7
Arua	45.8	95.0	80.8	49.0	100.0	92.0
Yumbe	35.0	90.0	75.3	59.2	100.0	94.1
Moyo	0.0	91.3	67.4	0.0	100.0	92.1
WENDI Programme Mean	42.6	90.0	75.1	52.8	100.0	93.4

The programme has undertaken the following to build sustainability. These were confirmed by the BoMs and local leaders when asked: “if AFARD and Gorta pulled out now from your village, what is in place to enable you sustain the standard of living you have attained now?”

- Table 4 above shows that a number of households have crops in their garden for both food and income. They have seeds and planting materials for continuous production.
- The support in livelihood diversification has also strengthened BoM capacity to avoid relying on one source as a means of livelihoods. The mix of crops, livestock, and small businesses provides a good opportunity for a diverse source of food and income.
- The Group Loan Schemes (GLS) were by far praised for being a “sure source of financial help when in need.” Women especially spoke one after another that they can no longer face stress because there is no one to help. The GLS is a savior because once in need it is easily accessible.
- From the emerging culture of savings for a dry day, BoM also highlighted that unless there is a bigger need, their savings in cash, physical assets, and education of children is building a basis for their short and long term security.
- Although new, the introduction of BoMs to the market through market-driven production and marketing is another way in our view of ensuring that the beneficiaries do not entirely wait for WENDI programme support. Rather, it is placing them to know and gain access to goods and services from the market.
- All boreholes have functional water source committees, monthly user fees, and bank accounts. These committees work closely with that for hygiene to ensure not just access to water within short distances but also safe water. It also ensures that member practice good hygiene and operation and maintenance for continuous access to safe water.
- The training of local trainers selected from among BoM to provide extension services to other members was another critical sustainability strategy. BoMs highlighted that they do not need government agricultural extension workers and health educators since they have their own. The Chairman of JOYODI said, “*Before WENDI no government official came to teach us on any aspect of a better life. Even now without them we are much better and will continue to do better than even areas where they go. Our volunteers are trained and retrained yearly by AFARD and they are committed to ensuring that we live by examples.*”

- In education, Education Committees were identified and instituted in all BOs. They are charged with overseeing that all children of school going age are in school. They are also responsible for reporting errand parents to the general assembly for onward redress (including up to LLG courts). In some BOs, Community Education Fund (CEF) was introduced and mainstreamed with their loan funds whose interest earnings are used to pay for students in secondary and tertiary institutions.
- Diversify Income Generation for BOs - Groups with excess funds beyond their credit taking capacity are being encouraged to invest in profitable businesses like: produce buying in order to increase their incomes without depending more on members' contribution.
- Lobbying work under FAO programme. WENDI has also engaged in lobbying LLGs to mainstream the rights to food and nutrition security (FNS) in their development plans. In so doing, government plans and budgets for FNS is gradually starting to target the most vulnerable social groups like widows and orphans.

### **3.7 Programme visibility**

Although the BoMs and district and local government leaders knew about AFARD and Gorta in relation to the programme and AFARD continuously uploaded programme reports on its website, visibility aspect was the weakest link of WENDI program especially when compared to the prevailing practice by government and other NGOs. The programme lacked a visibility guideline. Project motor vehicles, motor cycles, and computers, do not have stickers with logos on them. Project sites, including those for construction, had no signposts. There was no programme T-shirts and caps. Mass media – Radio, Newspapers, TV, etc. –was also not used to promote the visibility of the programme.

### **3.8 Critical challenges**

The critical challenges hampering the scope of WENDI programme impacts were:

- There are few staffs relative to the programme outreach. With each Field Officer overseeing an average of 8 groups (with more than 500 BoMs), on the ground contact between FOs and BoMs remains weak to stir change. This is also worsened by the inability of the Field Officers to effectively use the BO committees to reach out to all BoMs with inspiration for change.
- BoMs still value food quantity than quality and gender inequality in food sharing practices is strong. The concern of many BoMs was more on the staple food. Diet diversification is low in many households and the mindset of balance diet as related to meat, fish, and milk limits the use of locally available nutritious foods.
- Increasing agricultural productivity through the expansion of land areas has started to show signs of environmental degradation. Coupled with climate change, unattended to this can impact grossly on food and economic security in the near future.
- Household incomes are growing slowly. Savings is more referred in assets and human capital than in cash. Access to banking services is also missing. Meanwhile, a number of women are denied ownership of assets.

- Safe water is still at long distances to many BoMs. The scattered settlement pattern in many rural areas has disabled many BoMs from accessing current safe water sources within less than 1 Km distance.
- Many BOs are not yet prepared to support PLWA/OVCs even if public declaration has continued to increase over the years. PLWA/OVCs also lack economic empowerment to self-support their own positive living.
- Formal education continues to favor boys. School infrastructures are inadequate for better learning. Vocational skills for youths and functional adult literacy (FAL) for the old have been ignored over the years.
- Good governance requires attention. The BoMs and local government officials are less aware of their rights and responsibilities in decentralized governance respectively. This has compelled many BoMs to continue looking at AFARD for their long term development.
- BOs are largely charity-oriented even when many business opportunities exists in their midst. Majority have unused funds and lack business initiatives to invest their money for more income growth.
- Gorta funding alone is inadequate for the scope of the programme. Over the years, a number of components of the programme have lagged behind in terms of resource allocation. The result is that the synergies these components exhibit remains low in boosting faster realization of envisaged impacts.
- Finally, access to local government services (roads and bridges, schools, and health facilities) is limited. Many of the BOs are located in marginalized areas where they have to move far distance along paths (and not roads which vehicles including those of big buyers can use) to access public services. This hampers increase in income and use of services for the betterment of life.

### **3.9 Lessons and Best Practices**

The best practices that should be replicated include:

- Fostering communities to lead their own development processes. Setting up functional thematic committees at the BO levels improved participation of BoMs in causing the desired change. It also provided platform for many BoMs to learn how to lead.
- Provision of one-off start-up inputs supported the notion of self-reliance instead of donor dependencies exhibited in many projects.
- Promotion of group loan scheme. Group loan scheme can be capitalized both individually and collectively contrary to the held belief that what matters is local savings. Further, the scheme unlike the famous VSLA demonstrate annual continuity; a key strategy for financial inclusion.
- Conditioning of borehole drilling to “Turn-key contract” and BO-based operation and maintenance system. AFARD does not pay drillers for a dry well. This has reduced financial losses especially in the Nile belt where mud drilling often ends up in dry wells.

The district and sub county leaders noted that this has been the primary cause of loss to them as drillers hit dry wells but are paid for no water to the community.

- Building community led operation and management system for sustainable access to safe water should be promoted. This is even further strengthened by the integration of water, and sanitation and hygiene.
- Community policing of sanitation and children's education compelled locally-driven compliance which in turn led to reduction in water borne diseases and increased enrolment and education participation in many BoM households.
- Food and nutrition security requires attention to both quantity and quality food by all people and at all times. Growing enough staple foods alone is not sufficient to make BoMs food secure.
- Diversifying resource mobilization strategy for BOs and BoMs is a vital route to reducing donor dependency.
- Family-centered wealth creation. The linking of production for the market with access to affordable assets and gender equality is a unique approach that helps families to harmoniously agree on their priorities, pool together their labour and social capital, and accumulate assets that are jointly owned by the family heads.
- NGOs too can operate profitable social businesses for income generation. However, such businesses should balance between short and long term enterprises and should not be inclined on only one enterprise that is highly vulnerable to unstable markets.
- Integrated programme is less costly than standalone project. WENDI has exhibited a very low cost per capita and administrative cost compared to projects that focus on only one aspect. This means the cost per outcome is relatively low.
- The programme has also demonstrated the close interrelationship between the various sectors of rural development. Food and economic security are complementary as more money improved feeding in the households. Better health also means increased production and better incomes, etc. These relationships have continued to receive limited attention in development aid and aid programming.
- Multi-stakeholder participation, transparency and accountability. Working with many stakeholders has helped reduce suspicions. Instead it has built trust between BoMs and their local government officials. It has also facilitated the urge for better accountability.

## 4.0 CONCLUSIONS AND RECOMMENDATION

### 4.1 Conclusions

AFARD, with the support of Gorta, has been implementing WENDI a 7-year integrated area-based development programme in the West Nile districts of Nebbi, Zombo, Arua, Yumbe and Moyo among 82 BOs benefiting 10,205 households with 73,958 people. The strategic goal of WENDI is, “to contribute to building a West Nile society in which the people are prosperous, healthy, and informed particularly by empowering rural marginalized communities to transform their energies for the attainment of secure and self-sustaining livelihoods.” The programme strives to enable its beneficiaries achieve food and nutrition, and economic security, human development, and good governance. This programme is also linked to Irish aid and FAO project funding.

This external mid-term performance evaluation was conducted to provide Gorta and AFARD with: (i) an independent view of the performance of the programme with particular attention to the impact so far realized; and (ii) Key lessons learnt and proposed recommendations for the remaining phase of the programme.

The methodology used to conduct the Mid-Term Evaluation included: Literature review, Households surveys among 342 randomly sampled BoMs, Key Informant Interviews (KII), Focus Group Discussions (FGDs), and Participant observations at service delivery and technology sites.

**The key findings** are that on:

- a) **Programme Relevance:** WENDI addresses the core, holistic and prioritized needs of deliberately targeted marginalized communities. Its annual plans are in line with those of the various District and Lower Local Governments. Its focuses also rhyme with the vision of Gorta and AFARD, the National Development Plan 2010-15, Uganda’s Agricultural sector Development Strategy and Investment Plan (DSIP), CAADAP of NEPAD, and the Millennium Development Goals.
- b) **Programme Effectiveness:** WENDI Programme implementation is on track. Few outcome targets are already surpassed. All planned objectives will likely be achieved by 2015 (except for income and AFARD sustainability).
- c) **Programme Efficiency:** WENDI exhibits flexible management practices. AFARD policies are adhered to. The average cost per capita (UGX 800,877) is lower than in other projects. Decision making is participatory. Activities were implemented timely. Absorption rate averaged 90%. Regular monitoring including by government officials informs learning and strategy development. Annual financial audits are conducted by credible audit firms. Accountability and transparency is exhibited to all stakeholders. Finally, the cost-benefit analysis indicated a high 1.5 return on investment.
- d) **Programme Impact:** There are indisputable significant positive changes. In BoM households: 60% ate 3 balanced meals a day; 70% had food all year round; only 2% had cash saving of UGX 1 million although accumulation of assets was on the increase; 86% accessed safe drinking water and malaria sickness reduced from 66% (baseline) to 21%; comprehensive knowledge about HIV/AIDs was 97%, 86% knew their HIV status; 31% used condoms consistently; 87% of pregnant mothers delivered in health facilities and

marital fidelity was 85%. Literacy level increased from 20% to 57%, exceeding the 30% 2015 target; 47% participated in LLG decision-making processes; and BOs had UGX 1.1 billion as loan fund. These positive changes explain the high regional demand from all district leaders for expansion into other geographical areas.

- e) **Programme Sustainability:** Local contributions averaging 52% of total investment indicates the urge for self-reliance. BoMs have diversified their livelihood activities in order to sustain food and economic security. Group Loan Scheme has increased financial inclusion. Community by-laws on health and education continue to demand compliance. Functional committees continue to manage their BOs. P4MA has enjoined BoMs with the market where they can access other goods and services. Citizenship building is improving BoM relationships with LLGs to demand for goods and services.
- f) **Lessons Learned:** The best practices that should be replicated includes: (i) setting up functional thematic committees; (ii) provision of one-off start-up inputs that supports the notion of self-reliance; (iii) promotion of group loan scheme; (iv) conditioning of borehole drilling to “Turn-key contract” and BO-based operation and maintenance system; (v) community policing of sanitation and children’s education; (vi) provision of trainings by local people, within BO sites; (vii) family-centered targeting and wealth creation; and (viii) multi-stakeholder participation, transparency and accountability.
- g) **The main challenges:** WENDI programme is still faced with: Few staffs relative to the programme outreach. BoMs still value food quantity than quality and gender inequality in food sharing practices is strong. Household incomes remain below the national poverty line. Access to safe water is within long distances to many BoMs. PLWA/OVCs lack economic empowerment. Formal education continues to favor boys. School infrastructures are inadequate for better learning. Vocational skills for youths and functional adult literacy (FAL) for the old have been ignored over the year. Good governance requires attention. BOs are still charity-oriented. Finally, the current Gorta funding is inadequate for the scope of the programme.

## 4.2 Recommendations

For a strategic post 2012 investment, AFARD/Gorta should:

- Transform BOs into business entities using the cooperative model and strengthen BoMs with adequate business management skills.
- Increase agricultural productivity through tractor use and value addition with due attention for environmental conservation to avoid the risk of natural resource extraction.
- Drill more boreholes in sparsely settled areas concurrently with sanitation and hygiene education and community sanitation by-law enforcement.
- Provide biomedical services (condoms, HCT, and HAART) together with economic empowerment of OVC/PLWA and sexual and reproductive health mainstreaming.
- Provide pre-primary and primary education facilities (especially classrooms, VIP latrines, teachers’ houses, solar lights and computers, and library) in conjunction with Community Education Fund up scaling, vocational skills for youths, FAL for adults and education by-laws enforcement.
- Build political capabilities of citizens to advocate their leaders and local government leaders to be responsive to their constituencies to improve access to public services.

- Employ additional staffs; develop a sound M+E system; and diversify revenue sources by completing the office block in Nebbi and explore long term investments.
- Expand the programme into other areas in the region and share best practices with other partners.

In sum, the MTE found that a sound WENDI programme design and focus. It addresses households' multidimensional poverty. The implementing agency exhibits exemplary management capacity and accountability. The programme performance is on track and all its planned objectives will be met (except income security and AFARD sustainability). We therefore recommend that post-2012 Gorta/AFARD should: expand the programme; document performance for visibility; and prioritize funding to the neglected thematic components.

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## **Annex 1: WENDI Implementing Institutions**

### ***About Gorta: The Funding Agency***

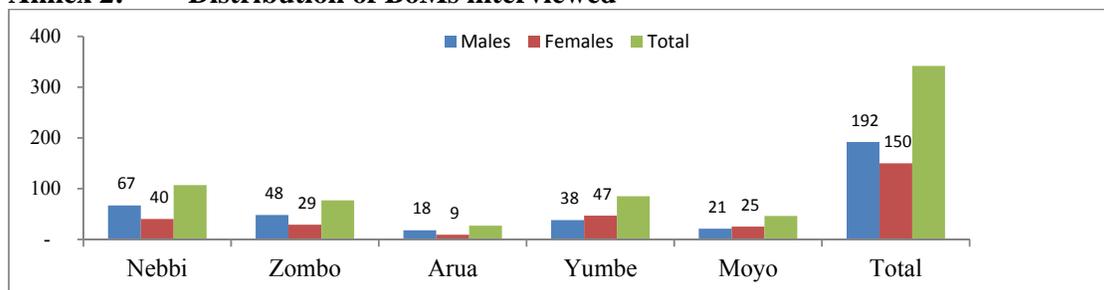
GORTA (the Irish word for extreme hunger) is an Irish charitable organization founded in 1965 under the aegis of the Department of Agriculture as the agency with responsibility for tackling hunger through small-scale agricultural development projects in the developing world. Its vision is “a world where there is no hunger and where the poorest communities have the means to create a prosperous future for themselves and their children.” GORTA works in strategic partnership with the poorest communities focusing in the following areas: Water and food security that sustains life; Education that empowers; Health care that saves lives; and Livelihoods that create prosperity; all in a manner that strives to achieve social, environmental, and economic justice for all. GORTA’s head office is in Dublin, the Republic of Ireland. It operates in Kenya, Uganda, Malawi, Tanzania and Zambia as priority countries.

### ***About AFARD: The Implementing Agency***

AFARD formed in July 2000, is an indigenous, non-denominational, not-for-profit non-governmental organization (NGO) registered with the NGO Board under the NGO-Registration Statute, 1989, (Reg. No. S.5914). Its vision is “a prosperous, healthy and informed people of West Nile” and the mission of “to contribute to the moulding of a region in which the local people, including those who are marginalized, able to participate effectively and sustainably and take a lead in the development of the region”. Currently, headquartered in Nebbi town, AFARD’s activities are implemented in five districts (Nebbi, Zombo, Arua, Yumbe and Moyo) out of eight districts of West Nile region.

AFARD’s programme, targeted beneficiaries are the marginalized fishing and farming communities, women, Persons Living with HIV/AIDS, and Orphans and Vulnerable Children, with the core business of empowering these beneficiaries through capacity building for sustainable improved livelihoods. To fund this endeavor, AFARD has been actively mobilizing financial and non-financial resources both locally and internationally, hence the partnership of AFARD with Gorta, since 2000. The funding of WENDI from Gorta through AFARD was primarily to empower the West Nile marginalized communities; and enhance the degree of transformation of their livelihoods from a perpetual state of insecurity to secure and Sustainable livelihoods.

## Annex 2: Distribution of BoMs interviewed



## Annex 3: The Basis for WENDI Programme Effectiveness Assessment

One way of assessing programme effectiveness is by comparing planned programme achievements with set targets. This can be right from input, through outputs to outcome levels. This aims at finding out to what extent objectives are being achieved. Are the intended changes taking place in addressing the needs and priorities of the BoM households and to what extent are the beneficiaries satisfied with delivered results. For this MTE, emphasis was placed at the outcome level given that the programme is implemented incrementally with distinct annual plans and budget that targets consolidating gains made in every outcomes.

### *The programme baseline status and interventions*

Below is what WENDI programme expected to achieve by 2015 in the different thematic focuses.

#### *Food and Nutrition Security*

Before 2009, the situation on food security and nutrition at household level was very precarious. Only 44% of BoMs were food secure. To enhance food and nutrition security the programme ensured that BoMs: i) accessed sustainable and improved agro-technologies. Improved seeds/planting materials, livestock breeds and farm tools/equipment were provided; ii) accessed and utilized knowledge and better practices on nutrition; and iii) were trained in crop agronomy and livestock management.

#### *Economic Security*

WENDI programme's main focus was to ensure that BoM households have cash and assets to ably withstand current and future shocks and stress. In 2009, only 16% of BoMs were income/economically secure. Only 24% had micro-businesses, with limited business skills; evidences of unstable financial assets to withstand current and future shocks and stress. To build economic security the programme: 1) initiated member-owned, member-governed and member-managed Group Loan Scheme (GLSSs); 2) provided entrepreneurship skills training; 3) initiated production for the market and assets (P4MA); and 4) piloted value addition in selected BOs for gari, milling, and rice hurling.

#### *Health Security (Water and Sanitation)*

West Nile has a huge disease burden from preventable sources. Malaria and gastro intestinal diseases exert huge social and economic costs on poor households. The WENDI Programme 2009 baseline survey indicated that only 33% of BoMs accessed safe water sources and latrine coverage was at 76% and yet only 28% of the latrines were in good conditions. As a result, 37% of people were always sick. Women also spent longer time (>5hrs daily) in search of water. To address the health insecurity, the programme: 1) provided safe water sources; 2) constructed VIP latrine in selected public places; 3) distributed mosquito nets to all BoM households; and 4) emphasized sanitation and hygiene education.

### ***Health Security (HIV/AIDS)***

AIDS epidemic is a devastating health disaster. The 2009 baseline study indicated that of the BoMs interviewed, only 58% rightly knew HIV/AIDS as a virus and only 51% were knowledgeable of at least 3 modes of transmission. Only a few knew their HIV status. PLWA and AIDS-related OVCs were stigmatized. To reduce HIV prevalence rates WENDI programme: 1) trained and supported Community Health Frontline Advisors (CHFAs) as local change agents; 2) conducted mobile Voluntary Counseling and Testing (VCT); 3) supported Post Test Clubs as the hub for community care and support.

### ***Education Security***

The 2009 baseline study found out that only 85.5% of children of school going age were enrolled in school, dropout rate was a high 18% and infrastructures were poor. Thus literacy rate and vocational skills for self-employment were both low. However, WENDI programme marginally (less than 10%) invested in: 1) the construction of classrooms and teachers houses; 2) community education fund (CEF) by enjoining GLS with education goal; 3) community by-laws; and 4) community mobilization for education. No deliberate attempt was made to provide vocational training, nursery schools, conduct FAL, and up scaling education bylaw.

### ***Good Governance***

BOs operate within decentralized governance system that ideally should have provided them with public goods and services. However, the people were not invited to policy arena. The programme areas were also excluded from benefiting from LLG programmes like NAADS, NUSAF, CDD, etc. To improve on good governance, the programme dismally invested in: 1) training BoMs in rights awareness and advocacy skills; 2) collaboration with local governments. These were meant to improve BoM participation and LLG responsiveness and accountability in service delivery.

### ***Institutional Development***

The above insecure livelihoods were because in part the people had single-handedly failed to pool their risks together. The 2009 baseline survey showed that 61% of the BOs were in their initial stages of organizational development, with non-participatory governance, limited funds and poor linkages with local government structures as they were hardly recognized and supported by any government programmes. To build collective responsibility WENDI programme focus was to empower and strengthen BOs to enable them champion development processes in their communities. It: 1) promoted self-reliance approach where donor grant complemented local mainly in-kind contributions; 2) tied GLS to BO long term development; 3) set up governance systems that championed participatory governance and transparency.

### ***AFARD Sustainability***

The start of the programme saw AFARD with limited any financial reserve meant for institutional development. Programme funding was entirely dependent on Gorta. Just like exit would affect BOs, it was envisaged that AFARD's financial sustainability would enable it to continue delivering quality services to West Nile region. To build this financial sustainability the programme: 1) co-funded the construction and equipping of AFARD offices in Nebbi and Yumbe; 2) supported P4MA as a social enterprise (see economic security above).

<b>Annex 4: WENDI programme 2009-2015 logical framework</b>			
<b>Intervention Logic</b>	<b>Objectively Verifiable Indicators (OVI)</b>	<b>Means of Verification (MOV)</b>	<b>Assumptions</b>
<u>Overall Goal</u> To contribute, by 2015, to building a West Nile society in which the 161 BOs with 70,518 households and 493,626 people in the districts of Nebbi, Zombo, Arua, Yumbe and Moyo are prosperous, healthy, and informed particularly by empowering rural marginalized communities to transform their energies for the attainment of secure and self-sustaining livelihoods.			
<u>Purpose 1: Food Security</u> BoM households have adequate and nutritious food, for all its members, at all times	<b>Outcome 1:</b> 100% of beneficiary households are food secure <ul style="list-style-type: none"> <li>• 100% BoM households eat 3 balanced meals as a family daily</li> <li>• BoMs have at least 1 acre of land under improved cassava</li> </ul>	Annual MRAL Assessment  Mid-term and Terminal Evaluation report	Adequate funding secured for the planned outreach  BoMs are committed to change
<u>Purpose 2: Economic security</u> BoM households have adequate cash and assets to ably withstand current and future shocks and stress	<b>Outcome 2:</b> 85% of beneficiary households have sufficient cash savings and physical assets to buffer livelihood shocks <ul style="list-style-type: none"> <li>• 98% of BOs operate Group Loan Schemes</li> <li>• 95% BoMs have at least an IGA</li> <li>• 90% of BoMs opened at least 1 acre of land for P4MA</li> <li>• 65% of BoMs with cash savings of UGX 1M and above</li> <li>• Households have various physical assets to buffer shocks: iron sheet roofed houses, 3 cattle, 10 goats, 25 birds, motor cycle, bicycle, radio, mobile phone, beds with mattresses, chairs with cushions, and solar lights</li> </ul>	Annual MRAL Assessment  Mid-term and Terminal Evaluation report	BOs develop friendly loan products  Inflation rate remain stable (5% per annum)  BoMs are adopt farming as a business
<u>Purpose 3a: Health security (WASH)</u> BoM household susceptibility to WASH related morbidity and mortality reduced	<b>Outcome 3a:</b> Disease burden from unsafe WASH chain management reduced <ul style="list-style-type: none"> <li>• 100% BoM households use safe public water points</li> <li>• 95% BoM households use pit latrines with hand washing facilities</li> <li>• Malaria prevalence rate reduced by 80%</li> <li>• Days lost to illness reduced to 2 among adults and 1 among school age children</li> <li>• Average medical cost per capita reduced to UGX 25,000 per annum</li> </ul>	Annual MRAL Assessment  Mid-term and Terminal Evaluation report	All water points have functional user committees and monthly user fees  LLG leaders supports BO community policing approach
<u>Purpose 3b: Health Security (HIV/AIDS)</u> HIV/AIDS prevalence rates reduced among	<b>Outcome 3b:</b> HIV/AIDS incidence rate is reduced by 10% <ul style="list-style-type: none"> <li>• 95% comprehensive knowledge about HIV/AIDS</li> </ul>	Annual MRAL Assessment	Health facilities provide adequate quality

BoMs and their families	<ul style="list-style-type: none"> <li>• Abstinence increased among youths</li> <li>• Fidelity increased among couples</li> <li>• Consistent condom use</li> <li>• 85% of BoMs tested their HIV status</li> <li>• % of pregnant mothers deliver in health facilities</li> <li>• 1,000 PLWAs and 5,000 OVCs are provided community care &amp; support</li> </ul>	Mid-term and Terminal Evaluation report	services to their catchment areas
<u>Purpose 4: Education security</u> Increased literacy status and employable skills among BoMs and their household population	<b>Outcome 4:</b> Literacy rate is increased by 15% and 45% of the youths are self-employed; <ul style="list-style-type: none"> <li>• GER increased to 100% (with gender parity)</li> <li>• 95% reduction in drop rate in primary education</li> <li>• 5,000 youths trained in vocational skills and equipped for self-employment</li> <li>• BOs fund the secondary education of 2,500 students</li> <li>• Average education cost per child increased to UGX 250,000 per annum</li> </ul>	Annual MRAL Assessment  Mid-term and Terminal Evaluation report	LLGs are supportive of compulsory education policy enacted by government and BO community policing approach
<u>Purpose 5: Good governance</u> BoM participation and LLG responsiveness and accountability in service delivery improved	<b>Outcome 5:</b> Empowered citizen effectively engage with their local governments for responsive and accountable governance; <ul style="list-style-type: none"> <li>• 75% of BoMs participate in LLG budget cycle</li> <li>• 50% of BOMs received LLG budget support</li> <li>• 85% of BoMs receive LLG development feedbacks</li> </ul>	Annual MRAL Assessment  Mid-term and Terminal Evaluation report	Government policies promote decentralization
<u>Purpose 6: Institutional development</u> BOs are strong to champion development processes in their communities	<b>Outcome 6:</b> Community groups have transparent leaders and shared development vision for their members <ul style="list-style-type: none"> <li>• 85% of BO with maturity stage POCA</li> <li>• 90% of BOs have UGX 25M</li> <li>• Strong cohesion exhibited by BoMs</li> </ul>	BO records  Annual BO audit report  Mid-term and Terminal Evaluation report	Elite capture is minimized
<u>Purpose 7: AFARD sustainability</u> AFARD is financially sustainable	<b>Outcome 7:</b> AFARD is able to fund 25% of its development budget. <ul style="list-style-type: none"> <li>• At least 2 social enterprises established</li> <li>• 100M annual total reserve fund in place</li> <li>• 5% annual AFARD's financial project co-funding</li> </ul>	Review of Business Plan  Annual audit reports  Mid-term and Terminal Evaluation report	Gorta support social enterprises initiated by AFARD  Stakeholders appreciate AFARD's business approach

*Note: Outputs for all the objectives 1-7 are not included herein. They are contained in the various year 1-3 annual reports. This exclusion is because WENDI programme is implemented incrementally; in a process which entails that annually intervention activities and outputs thereof are identified and prioritized in line with the envisaged outcomes for the year.*

## Annex 5: Performance on key outcome indicators

INDICATOR	Baseline 2009	MTE 2012	Target 2015	WENDI changes (MTE 2012-Baseline 2009)	Performance variance (Target 2015 - MTE 2012)	Remarks
<b>Food and Nutrition Security</b>						
Households eating 3 balanced meals a day	26%	60%	80%	34%	20%	On track, Achievable
Household having food all year round	24%	71%	100%	47%	29%	On track, Achievable
Household eating traditionally forbidden foods	70%	77%	100%	7%	23%	On track, Achievable
Household has food storage facility	50%	80%	100%	30%	20%	On track, Achievable
Households eating 3 meals a day (adequacy)	26%	60%	100%	34%	40%	On track, Achievable
Households eating 3 balanced meals a day (nutrition)	42%	96%	80%	54%	-16%	Surpassed Target
Households eating as a family (equity)	34%	96%	90%	62%	-6%	Surpassed Target
Households have food all year round	24%	70%	100%	46%	30%	On track, Achievable
Households eat non-traditional staple food for main meal	34%	86%	100%	52%	14%	On track, Achievable
<b>Economic Security</b>						
Households with ≥UGX 1 million saved	17	32	61	15	29	On track, Achievable
Households with ≥3 cows	16	34	60	18	26	On track, Achievable
Households with ≥10 goats	16	40	40	24	-	Already achieved Target
Households with ≥25 birds	-	5	60	5	55	Unlikely to be Achieved
Households with motor cycles	10	11	33	1	22	On track, Achievable
Households with bicycles	28	61	75	33	14	On track, Achievable
Households with radios	36	70	90	34	20	On track, Achievable
Households with mobile phones	20	57	40	37	(17)	Surpassed Target
Households with chairs with cushions	10	6	90	(4)	84	Target Unlikely to be Achieved
Households with beds with mattresses	43	74	90	31	16	On track, Achievable
Households using solar lights	1	3	8	2	5	Likely to surpass programme target
Households with access to financial service	36	83	100	47	17	On track, Achievable
<b>Health Security</b>						
Households using safe drinking water	56	85	100	29	15	Likely to surpass programme target
Households using own pit latrines	14	89	100	75	11	Likely to surpass programme target
Households with pit latrines and hand washing facility	33	86	100	53	14	Likely to surpass programme target
Households using improved energy saving stoves	5	24	80	19	56	Unlikely to attain the set target
Malaria prevalence rate in children	65	56	45	(9)	(11)	On Track, Achievable
Malaria prevalence rate in adults	18	10	4	(8)	(6)	Likely to surpass programme target
Using mosquito nets	49	94	100	45	6	Likely to surpass programme target
Amount spent on medical treatment	60,745	20,527	15,000	(40,218)	(5,527)	On Track, Achievable
BO members who know their HIV status	42	67	75	25	8	Likely to surpass programme target
Household population that know their HIV status	37	67	80	30	13	Likely to surpass programme target
Declared HIV status in public	42	70	100	28	30	On Track, Achievable
Number of OVCs supported	7,067	9,500	12,000	2,433	2,500	On Track, Achievable
Number of PLWA supported	6,567	9,500	12,000	2,933	2,500	On Track, Achievable
Proportion of deliveries in medical facilities	37	81	100	44	19	Likely to surpass programme target
Proportion of children vaccinated (fully)	55	81	100	26	19	Likely to surpass programme target
Women 15-49yrs using any modern family planning method	25	30	70	5	40	Likely to achieve programme target
Children 2 years old breastfeeding	60	70	80	10	10	Likely to surpass programme target
<b>Education Security</b>						
Gross enrolment rate (Total)	84	95	95	11	-	Already achieved programme target
Gross enrolment rate (Boys)	87	98	95	11	(3)	Already achieved programme target
Gross enrolment rate (Girls)	83	90	95	7	5	Likely to surpass programme target
Drop out rate (Total)	19	18	4	(1)	(14)	Already achieved programme target
Drop out rate (Boys)	18	12	4	(6)	(8)	Already achieved programme target
Drop out rate (Girls)	19	10	4	(9)	(6)	Already achieved programme target
Average income spent on education	20	70	80	50	10	Likely to surpass programme target
Proportion of population that is literate	20	25	30	5	5	Likely to surpass programme target
Proportion of population with vocation skills	3	10	12	7	2	Likely to surpass programme target
Children supported by Community Education Fund	5	7	12	2	5	Likely to surpass programme target
<b>Good Governance</b>						
Proportion of population participating in LLG planning	39	47	70	8	23	On Track, Achievable
Proportion of population receiving LLG budget feedback	20	41	50	21	9	Likely to surpass programme target
Households that benefited from LLG project	28	30	56	2	26	On Track, Achievable
<b>Institutional Development</b>						
BO POCA score	74	80	100	6	20	On Track Achievable
BO performance status	62	75	98	13	23	On Track Achievable
Proportion of women in leadership	15	25	33	10	8	Likely to surpass programme target
<b>AFARD Sustainability</b>						
Reserve fund (UGX in million)	15	36	500	21	464	Unlikely to be met

**Annex 6: Access to safe water sources by districts (%)**

DISTRICT	2009 Baseline	2015 Target	2012 Mid-Term	Mid-Term over Baseline
Nebbi	61.6	100	91.5	148.5
Zombo	0.0	100	71.4	0.0
Arua	59.2	100	92.3	155.9
Yumbe	62.4	100	95.2	152.6
Moyo	0.0	100	73.9	0.0
WENDI programmemean	61.1	100	85.5	139.9

**Annex 7: Latrine coverage by district (%)**

DISTRICT	2009 Baseline	2015 Target	2012 Mid-Term	Mid-Term over Baseline
Nebbi	77.6	100	98.1	126.4
Zombo	0.0	100	89.6	0.0
Arua	71.2	100	77.8	109.3
Yumbe	71.0	100	83.5	117.6
Moyo	0.0	100	87.0	0.0
WENDI programme mean	73.3	100	89.4	122.0

**Annex 8: Use of pit latrine with hand washing facilities (%)**

DISTRICT	2009 Baseline	2015 Target	2012 Mid-Term	Mid-Term over Baseline
Nebbi	27.6	100	78.3	283.7
Zombo	0	100	91.9	0.0
Arua	57.8	100	88.9	153.8
Yumbe	34.9	100	88.1	252.4
Moyo	0	100	93.3	0.0
WENDI programmemean	40.1	100	86.6	216.0

**Annex 9: BoM households use of mosquito nets**

DISTRICT	2009 Baseline	2015 Target	2012 Mid-Term	Mid-Term over Baseline
Nebbi	42	100	91.2	217.1
Zombo	0.0	100	93.2	0.0
Arua	60.2	100	92.0	152.8
Yumbe	51.9	100	98.8	190.4
Moyo	0.0	100	95.5	0.0
WENDI Programme Mean	51.4	100	94.1	180.7

**Annex 10: Comprehensive knowledge about HIV/AIDs among BoM households (%)**

DISTRICT	2009 Baseline	2015 Target	2012 Mid-Term	Mid-Term over Baseline
Nebbi	51.3	100	95.3	185.8
Zombo	0	100	98.7	0.0
Arua	77.5	100	85.2	109.9
Yumbe	50.1	100	98.8	197.2
Moyo	0	100	100	0.0
WENDI programme mean	59.6	100	96.7	162.2



**Annex 11: BoM who know their HIV/AIDS Status (%)**

DISTRICT	2009 Baseline	2015 Target	2012 Mid-Term	Mid-Term over Baseline
Nebbi	24.9	75.0	66.7	267.9
Zombo	37.0	75.0	61.3	165.7
Arua	41.5	75.0	69.2	166.7
Yumbe	60.7	75.0	65.9	108.6
Moyo	37.0	75.0	56.4	152.4
WENDI programmemean	37.0	75.0	64.1	173.2

**Annex 12: Selected Indicators under Education Security**

SELECTED INDICATORS	ARUA	MOYO	NEBBI	YUMB E	ZOMB O	Total	
Can read and write in any language/literacy level	59.3	34.8	75.7	52.9	48.1	57.0	
Are there children who miss going to school	76.2	68.3	73.6	62.8	85.9	73.2	
Distance to nearest primary school	<2 kms	59.3	65.9	54.6	63.1	53.4	58.5
	2-5 kms	40.7	27.3	41.2	35.7	39.7	37.5
	>5 kms	.0	6.8	4.1	1.2	6.8	4.0
Three main reasons for missing school	Sickness	47.4	64.0	35.3	62.7	60.9	52.9
	Lack of fees	31.6	8.0	22.1	9.8	12.5	15.9
	Domestic work	10.5	24.0	26.5	15.7	10.5	24.0
Which sex missed going to school	Males	20.0	11.1	22.1	12.5	16.9	17.1
	Females	35.0	14.8	29.4	29.2	28.8	27.9
	Both	45.0	74.1	48.5	58.3	54.2	55.0
HHs with children who enrolled and dropped out of school	16.0	30.2	32.2	15.5	18.8	23.1	
Distance to nearest secondary school	< 2 kms	20.0	5.3	4.2	5.0	5.2	6.1
	2-5 kms	15.0	26.3	47.9	43.3	24.1	35.2
	5-10 kms	35.0	34.2	19.7	28.3	24.1	26.3
	>10 kms	30.0	34.2	28.2	23.3	46.6	32.4

**Annex 13: BoM who participated in LLG budget cycle (%)**

DISTRICT	2009 Baseline	2015 Target	2012 Mid-Term	Mid-Term over Baseline	Mid-Term over Targets
Nebbi	25	69	31.7	126.8	45.9
Zombo	0	69	35.1	0.0	50.9
Arua	29.5	86	46.2	156.6	53.7
Yumbe	33	94	61.9	187.6	65.9
Moyo	0		45.7	0.0	48.6
WENDI P Mean	29.2	83	47.1	161.5	57.2

**Annex 14: BoM who received LG budget support (%)**

DISTRICT	2009 Baseline	2015 Target	2012 Mid-Term	Mid-Term over Baseline	Mid-Term over Targets
Nebbi	18	50	21.5	119.4	43.0
Zombo	0	50	35.1	0.0	70.2
Arua	42.5	50	40.7	95.8	81.4
Yumbe	34.2	50	60.0	175.4	120.0
Moyo	0	50	63.0	0.0	126.0
WENDI P Mean	31.6	50	41.2	130.5	82.4

**Annex 15: BoM who received LLG Development Feedback (%)**

<b>DISTRICT</b>	<b>2009 Baseline</b>	<b>2015 Target</b>	<b>2012 Mid-Term</b>	<b>Mid-Term over Baseline</b>	<b>Mid-Term over Targets</b>
Nebbi	19.5	65	25.5	130.8	39.2
Zombo	0	65	56.6	0.0	87.1
Arua	32.7	85	48	146.8	56.5
Yumbe	14.5	88	64.7	446.2	73.5
Moyo	0	88	69.6	0.0	79.1
WENDI P Mean	19.5	78.2	50.3	226.2	64.3

**Annex 16: WENDI intervention simple cost-benefit analysis**

	2009	2010	2011	Total
<b>Outreach</b>				
BoM served	7,440	10,205	9,485	27,130
Grant per BoM served (UGX)	638,256	277,727	306,567	386,680
Cost per BoM served (UGX)	697,564	437,199	1,273,199	800,877
<b>Costs (UGX)</b>				-
Gorta disbursements	4,748,623,241	2,834,201,460	1,780,182,722	9,363,007,423
Irish Aid Disbursement			1,127,610,000	1,127,610,000
Interest income			7,437,500	7,437,500
BO co-funding	441,249,750	1,627,416,856	9,161,065,453	11,229,732,059
				-
	<b>5,189,872,991</b>	<b>4,461,618,316</b>	<b>12,076,295,675</b>	<b>21,727,786,982</b>
<b>Benefits (UGX)</b>				-
Income from farming	4,150,441,800	13,950,063,000	10,504,858,038	28,605,362,838
BO loan fund	506,479,091	383,651,135	223,236,612	1,113,366,838
Est income from cattle	571,000,000	889,350,000	1,964,500,000	3,424,850,000
Est income from goats	971,533,126	1,704,124,842	1,022,198,439	3,697,856,408
Est income from birds	412,312,500	334,660,000	752,712,500	1,499,685,000
Households eating 3 meals a day	83,731,021	4,597,156	10,342,381	98,670,558
Investments in physical assets	3,138,766,966	157,030,239	2,088,323,601	5,384,120,806
Construction of safe home facilities	160,968,979	411,085,287	49,013,403	621,067,670
Energy saving stove	2,853,718	479,749	814,171	4,147,638
Children 's education	2,511,238,240	2,511,238,240	3,142,435,360	8,164,911,840
Health costs saved	809,978,740	87,672,860	716,381,560	1,614,033,160
Water user fees generated	2,147,350	8,910,600	11,699,000	22,756,950
Est cost of PLWA/OVC support	16,861,850	8,525,350	17,219,910	42,607,110
Participation in LLG policy processes	2,576,256	551,116	186,825	3,314,197
AFARD reserves built				-
	<b>13,340,889,636</b>	<b>20,451,939,575</b>	<b>20,503,921,800</b>	<b>54,296,751,012</b>
Benefits-costs	8,151,016,645	15,990,321,259	8,427,626,125	32,568,964,030
<b>Benefit-cost ratio</b>	<b>1.57</b>	<b>3.58</b>	<b>0.70</b>	<b>1.50</b>

## **Annex 17: Most significant changes from WENDI programme interventions**

### **Food and Nutrition Security**

- From improved seeds, households have more acres of land under cultivation, with improved yields.
- The diversity of crops grown and high yield has led to availability of food all year round and the ability to eat at least 3 good meals daily.
- With nutrition education women prepare different food for the family. Eating of silver fish and green vegetables especially is now considered vital for healthy living. Many homes have also grown green vegetables of different types.

### **2. Economic Security**

- Surplus agricultural production has helped increase household income. Additional income is also got from sale of livestock especially goats.
- With GLS, many people now take loans for school fees, investment in business or for buying urgently needed productive assets. The fund has also improved on members confidence given that “no one is defeated once a problem arises.” At least almost all BoMs have an income generating activity.
- With better income and source of borrowing, many homes are transformed. Men and women own assets they never dreamt they would have – cows, bicycles, mattresses, and mobile phones. “I now see a future and I will build an iron sheet roofed house before I am very old” noted a participant in Congambe.
- Lastly, there is spillover effect like increased contributions to social functions and community projects. BoM functions are now better organized be it weeding, or burial. A reverend in a KII also remarked that BoMs make better contributions to their church unlike in the past when Sunday offertories were in UGX 50 coin.

### **3. Health Security (WASH)**

- Many households now consume clean and safe water, which is collected within easy reach unlike in the past when women and girls moved more than 5Kms (or spent in dry season overnight) to fetch water.
- BoMs homes are also clean. Hygiene is observed and married women hardly conflict with their husbands when they demand for construction of safe home facilities.
- There is observed marked reduction in the occurrence of waterborne diseases. Women now spend few days attending to the sick as was in the past. Seasonal migration has also reduced.
- The awareness has increased use of modern health facilities. A woman in Yumbe remarked, “I no longer give my children herbs. If they tell me they are sick, we go to a clinic or hospital.”
- There is also harmony with other village members as they appreciate their being allowed to use the boreholes.

### **4. Health Security (HIV/AIDS)**

- Many BoMs know their HIV status after the free HIV test. Their household members have also gained the willingness to test.
- Education has compelled many people to change away from their risky behaviors. Infidelity among married couples has reduced. Pregnant women go to health centers to be tested and to deliver in health facilities. Some BoMs who tested HIV positive are also declaring their status in public to dispel stigma.

### **5. Education Security**

- New permanent classroom blocks, from grass thatched roofs encouraged pupils to come to schools.
- Paying schools for secondary education.
- Increased Gross Enrollment rates in schools of members within BOs in the WENDI Programme.

**6. Good Governance**

- “We no longer see our LLG as a government for leaders” was the remark in Nebbi. BoMs cooperate with their local governments. They also ask for support.

**7. Institutional Development**

- Participatory management is the norm as decisions are made by members and not leaders. Committees oversee operations of sectors under their control. Advice is also sought from local governments.
- Women are able to effectively talk in meetings and other functions which wasn't before.

**8. AFARD Sustainability**

- AFARD staffs are available in the community at all times. Groups are advised timely.

Source: Focus Group Discussions: WENDI Programme Mid-Term Review (Oct-Nov 2012)

### Annex18: Names and contacts of institution and officials consulted

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	Mr. Ozelle Francis	Member		
	Mr. Anyoli Charles	Member		
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Ms. Ng'ayenyo Berta	Member			

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	Mr. Ame Noah	Loan officer	
	Mr. AyuaYoramu	Member	
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	Mr. AdugoAbibu	Member	
	Mr. AlahayiBashiri	Member	
	Ms. KadijaAdiru	Member	
	Ms. TikoFatuma	Member	
	Ms. DawaZaida	Member	
	Ms. ChandiruKubura	Member	
	Ms. UtiyaZainabu	Member	
	Mr. Achidri Jamal	Member	
	Ms. TunguRukia	Member	
	Ms. OdaruZalika	Member	
	Ms. IzatiNaima	Member	
	Ms. Adiru Leila	Member	
	Ms. JurugaRashia	Member	
	Ms. AtikuRashulu	Member	
	Ms. InyadriaRukia	Member	
	Ms. AtibuniBulia	Member	
	Ms. OndoZaituna	Member	
	Ms. ChirigaAkasa	Member	
	Mr. Chaboratibu	Member	
	Ms. Mundureima	Member	

Annex 19: WENDI programme areas covered																	
Districts	Sub counties with WENDI programme	Sub counties sampled for MTE	Names of BOs	CROPS/ACTIVITIES ASSESSED													
				Cassava	Simsim	Groundnuts	Maize	Soy bean	Beans	Millet	Irish Potato	Coffee	HIV/AIDS Post Test Club/Test & Counseling	Goats	Chicken	Fishing	
Nebbi	Nebbi TC, Nebbi, Panyimur, Panyango, Akworo, Orussi, Nyaravur & Pakwach TC	Nebbi TC	Mungulonyo WENDI Programme	√	√	√	√	√	√	√	-	-	-	√	√	-	
		Nebbi	Paleo WENDI Programme	√	√	√	-	-	√	-	-	-	-	√	√	-	
		Panyimur	Dei Post Test Club	√	-	-	√	√	√	√	-	-	√	√	√	√	
		Panyango	Mungujakisa WENDI programme	√	√	-	√	-	√	√	-	-	-	√	√	-	
			Kwerkabucan WENDI Programme	√	√	-	√	-	√	√	-	-	-	√	√	-	
		Pakwach TC	Jonam Youth Development Initiative (JOYODI)	-	-	-	-	-	-	-	-	-	-	√	-	-	-
		Akworo	Got-lembe WENDI Programme	√	-	-	√	√	-	-	-	-	-	√	√	-	
			Munduriema WENDI Programme	√	-	-	√	√	-	√	-	-	-	√	√	-	
			Siringmba WENDI Programme	√	-	√	√	√	-	√	-	-	-	√	√	-	
			Murusi Central WENDI Programme	√	-	√	√	√	-	√	-	-	-	√	√	-	
	Pongo WENDI Programme	√	-	-	√	√	-	-	-	-	-	√	√	-			
Zombo	Paidha, Jangokoro, Zeu, Kango & Nyapea	Paidha	Kuligamba WENDI Programme	√	-	√	√	√	√	-	-	-	-	√	√	-	
			Oruku WENDI Programme	√	-	-	√	√	√	-	-	-	-	√	√	-	
		Zeu	Menze WENDI Programme	√	-	-	√	√	√	√	√	√	-	√	√	-	
		Jangokoro	Utinkisa WENDI Programme	√	-	-	√	√	√	√	√	√	√	-	√	√	-
			JODPAC WENDI Programme	√	-	-	√	√	√	√	√	√	√	-	√	√	-
	Congambe Women's Group-WENDI Programme	√	-	-	√	√	√	√	√	√	√	-	√	√	-		
Arua	Rhinocamp	Rhinocamp	Bandili WENDI Programme	√	√	√	√	√	-	√	-	-	-	√	√	√	
			Asarova WENDI Programme	√	√	√	√	√	-	√	-	-	-	√	√	-	
			Ndara WENDI Programme	√	√	√	√	√	-	√	-	-	-	√	√	-	
Yumbe	Odravo, Drajini, Ariwa & Apo	Odravo	Caci Women WENDI Programme	√	√	√	√	√	√	√	-	-	-	√	√	-	
			Atiminda WENDI Programme	√	√	√	√	√	√	√	√	√	-	-	√	√	-
		Ariwa	Aliodranyusi WENDI Programme	√	√	√	√	√	√	√	√	√	-	-	√	√	-
		Drajini	Okuvuru Progressive Family Association	√	√	√	√	√	√	√	√	-	-	-	√	√	-
Moyo	Gimara & Aliba	Gimara	Madunga North WENDI Programme	√	-	-	√	√	√	√	√	-	-	√	√	√	
		Aliba	Drabiju WENDI Programme	√	-	-	√	√	√	√	√	-	-	√	√	√	

## Annex 20: Terms of Reference for Mid Term Performance Evaluation

### 1. Context

#### Background information

The West Nile region is located in northern Uganda bordering Southern Sudan and the Democratic Republic of Congo (DRC) to the North and West respectively. It has 8 district local governments (Nebbi, Zombo, Arua, Koboko, Maracha, Yumbe, Moyo and Adjumani) and more than 2.2M people who are predominantly (90%) rural and much poorer than the rest of the people in Uganda. About five in 10 people, as compared to only three nationally, live below the national poverty line. Only 59% of adults are literate as compared to 73% nationally. The people also die younger at 46 years compared to 52 years nationally. A history of war, remoteness and persistent lack of voice of the communities, among other factors, translate directly into limited access to government services. In addition, the rain-fed subsistence farming on which over 90% of the population depend for a livelihood has over the years been negatively affected by deteriorating weather, soil degradation as population pressure increases and soaring costs of inputs, among other factors. Box 1 below drawn from a baseline survey conducted in 2009 presents a summary of the livelihood insecurity in West Nile.

#### Box 1: Typical characteristics of livelihoods in West Nile

In a baseline study conducted among 51 Beneficiary organizations (BOs), it was found out that: only 1.4% of the beneficiaries resided in permanent housing units; 73% used local paraffin lamps for lighting; 7%, 8%, and 10% had mobile phones, bicycles and radios respectively. Besides, only a few of the households were able to buy direly needed necessities like foods (sugar, 28% and meat, 19%) and pay for medical (30%) and education (20%) costs with ease.

Majority of the beneficiaries (92%) primarily depended on farming as their main source of livelihood. Yet, only 3.8% had access to extension services and many lacked access to improved crop varieties (>80%) and improved livestock breeds (99%). Actually, 27% and 85% had no cow and a goat respectively. Only 42% ate balanced diet and 36% did not earn extra money from crop while 81% extra money from livestock. Average income per season was about UGX 100,000 (€36).

Livelihood activities were neither diversified away from farming. Only 24.1% had micro-businesses and only 57% accessed group loans averaging UGX 75,700 (€30) leaving 43% of BO members financially excluded.

With respect to safe sanitation and water chain management, only 33% had access to safe drinking water. Vector control and safe home hygiene were poor: Only 49% used mosquito nets; and 76% shared latrines. The result was that 37% of the people were always sick- 85% from unsafe water and sanitation related sicknesses topped by malaria (65% among children and 18% among adults) with 8 productive days lost by adults monthly, 6 days lost monthly by children of school-going age, and an average of UGX 16,470 spent on medical bills on a monthly basis by a family.

HIV/AIDS prevention and mitigation remained weak. Only 58% of the people correctly identified HIV as a virus. Many high-risk transmission and prevention methods were unknown. For instance: mother-to-child transmission was known by only 31%; 10.2% had casual sexual partners; only 15.3% used condoms in casual sexual intercourse; 11.0% were engaged in transactional sex; and 14% were engaged in intergenerational sex.

Adult literacy level was also very low (20%) while only 3.4% had any form of vocational skills. Yet, of the 86% of children 4-19 years old enrolled in school, only 76% attended regularly and 18% dropped out annually. Females fared worst with respect to all the indicators above.

The BOs, as the major implementation conduits, were also weak. The Participatory Organizational Capacity Assessment (POCA) revealed that only 39.2% scored a take-off status with the rest obtaining laggard status and none was at the maturity stage.

Source: AFARD (2009)

#### About West Nile Development Initiative (WENDI)

WENDI is a 7-year integrated area-based development programme funded by **Gorta** and implemented by AFARD in West Nile districts of Nebbi, Zombo, Arua, Yumbe and Moyo. It aims at **'empowering rural marginalized communities in West Nile to transform their energies for the attainment of secure and self-sustaining livelihoods'** WENDI strives to enable its beneficiaries achieve food and income/economic security, human development, and good governance (see Box 2 below).

#### Box2: WENDI Intervention Focus

- a) WENDI envisions active citizens' households and organizations able to equitably and sustainably enjoy;
- b) Food Security- Eat nutritious foods, as a family, at least three times a day;
- c) Income/Economic Security- Live in decent homes and accumulate adequate financial and material assets;
- d) Health Security- Suffer less from preventable diseases and deaths;
- e) Education security- Attain literacy and employable skills; and

- f) Good governance - Exhibit voice and choice in the governance of their groups and communities.
- g) At a broader level, WENDI strives to have AFARD that is visible, impacting on poverty reduction, and less donor-dependent (Not fully implemented in 2010).

WENDI has been in operation for 3 years since 2009 and 2012 is its fourth year. The first year of WENDI implementation was in 2009 (April 2009 – March 2010 under grant # *UGA/1906/09*). During the year, 51 Beneficiary Organizations (BOs) with 7,583 households were supported.

The second year of WENDI implementation was from May to December 2010 (under grant # *UGA/1982/10*). The year witnessed an increase in the number of BOs from 51 to 82, benefiting households from 7,583 to 10,205 and direct beneficiaries rose from 49,067 to 73,958 people.

**Strategic Goal:** To contribute to building a West Nile society in which the people are prosperous, healthy, and informed particularly by empowering rural marginalized communities to transform their energies for the attainment of secure and self-sustaining livelihoods'

**Expected Results**

- 100% of beneficiary households are food secure (3 balanced/nutritious meals a day);
- 85% of beneficiary households have cash savings  $\geq$ UGX 1 million and physical assets to buffer livelihood shocks;
- 100% of beneficiary households access safe water;
- HIV/AIDS incidence rate is reduced by 10%;
- Literacy rate is increased by 15%;
- Empowered citizen effectively engage with their local governments for responsive and accountable governance;
- Community groups have transparent leaders and have own fund of least UGX 25 million; and
- AFARD is able to fund 25% of its development budget.

**1. The Evaluation Objectives**

The WENDI Programme is midway through its implementation process and an external consultant is being sourced to conduct a mid-term performance evaluation, which aims at providing Gorta and AFARD with:

- i. an independent view of the performance of the programme with particular attention to the impact so far realized
- ii. Key lessons learnt and proposed recommendations for the remaining phase of the programme

The Specific objectives of the assignment include:

- a) The assessment of the performance of the programme: its relevance, effectiveness, efficiency, impact and sustainability, and the extent to which the programmes' expected results are being achieved;
- b) Analysis of the programme design, in terms of partnership, participatory planning, monitoring, management, reporting and documentation of lessons learned and best practices to improve the next phase of programme implementation;
- c) Assessment of main strengths, weaknesses and any constraints to the implementation process and achievement of goals; and
- d) Formulation of key recommendations pertinent for future interventions.

**3 METHODOLOGY**

The evaluation, after contracting out will be implemented as presented below

**i. Inception Phase (3 days)**

In this stage a number of indicative relevant documents will be reviewed. This will include the various programme: proposals from inception to date, baseline study report, annual review report, annual reports, periodic diagnostic study, training guides, WENDI Strategy document, and relevant policy documents from national/local partners. On the basis of the information collected, the evaluator(s) will:

- Describe the project context – 1 Page
- Review the WENDI Programme logical framework (and refine if necessary) – Annex to the report
- Propose the work plan for the assignment – 2 pages
- Present an indicative methodology detailing the evaluation questions, data needs, analysis of the strategy to the overall assessment of the programme – 5 pages
- Develop a set of evaluation questions to enable collection of relevant information that will respond effectively to the evaluation objectives above – Annex to the report
- (The work plan, indicative methodology and evaluation questions will form the basis of the inception report.)

**ii. Field Phase (10 days)**

This phase will commence upon approval of the inception phase report by the contracting authority and will include adequate contact and consultation with and involvement of the different stakeholders. This may include:

- Interaction with individual beneficiaries and Beneficiary Organizations (BOs) to carry out in depth interviews, inspection, and analysis of the programme activities and benefits;
- interviews with AFARD staff who participated in the programme design and execution;
- interviews with local stakeholders (Local Government, other NGOs, private sector representatives, and final beneficiaries);
- Interviews with a sample of consultants and/or technical assistance providers who were hired by AFARD to provide technical assistance under the programme e.g. SNV, AFRISA (Makerere University), technical staffs from the various districts and Caritas Nebbi.
- Interviews with Gorta staff
- Other data collection tools identified by the consultant

For each of these interviews, the evaluation team will first develop and present their ideas for the content and format of the survey/interview forms that will be applied to capture the information required, as well as the method to be used in administering them and tabulating the results.

### *iii. Synthesis Phase (5 days)*

This phase will be mainly on elaborating the draft Mid term evaluation report.

The consultant will make sure that his/her assessments are objective and balanced, they should be accurate and verifiable and the recommendations should be realistic. This report will be shared with the contracting authority 5 days before the validation meeting phase.

### *iv. Validation meeting and final report (3 days)*

This meeting will be held at AFARD/Gorta to check the factual basis of the evaluation and to discuss the draft findings, conclusions and recommendations. Note that comments requesting methodological quality improvements should be taken into account, except where there is a demonstrated impossibility, in which case full justification should be provided by the evaluator. Comments on the substance of the report may be either accepted or rejected. In the latter instance, the evaluator is to motivate and explain the reasons in writing.

### **v. REPORTING REQUIREMENTS**

The reports, written in English must match quality standards. The text of the report should be illustrated, as appropriate, with quotes, maps, graphs and tables; a map of the programme's area of intervention is required (to be attached as an annex). The consultant will submit a soft copy and 5 hard copies to the Senior Programme Manager – Gorta. The following reports will be required:

1. **Inception Report** of maximum 10 pages to be produced within 3 working days from the start of the consultant services. In the report, the consultant shall describe the first finding of the study, the foreseen degree of difficulties in data collection, and other encountered and/or foreseen difficulties in addition to his/her programme work. The work plan, indicative methodology and evaluation questions are to be included in the report. Data collection tools will also be presented at this phase.
2. **Draft Final Report** (of maximum 25 pages) using the outline in Annex 1. Besides answering the evaluation questions, the draft final report should also synthesize all findings into an overall assessment of the programme.
3. **Final Report** should contain the same specifications mentioned under 2 above, **BUT** incorporate any comments received from the concerned parties on the draft report.

### **vi. THE EVALUATION TEAM**

The consultant(s) assigned to the job must have demonstrated knowledge of current evaluation theory and practice and at least 3 years of experience in evaluating integrated food security and livelihoods programmes in a rural setting. S/he (they) should have specialty in sustainable livelihoods and development economics. The lead consultant must have a Masters degree in related fields and be fluent in English and with good experience in report writing.

### **vii. Administration and logistical arrangements**

- a) The consultant/team will be supervised by AFARD's Executive Director. The consultant(s) will work closely with the AFARD's Programme Manager and Field Officers.
- b) **Duration:** The consultant/team shall develop his/her work plan and timetable in line with the 4 phases noted above taking into consideration all the foreseen deliverables. Overall the assignment is expected to start by the 3<sup>rd</sup> September 2012 and be completed within 21 working days and by the 15 of October.
- c) **Financial Implications;** The consultant is required to present a budget that includes both professional fees and reimbursable costs to cover eligible stationery, communication, travel and transport costs, per diems and cost of validation meeting.
- d) **Payments.** The consultant/team will be paid in the following manner: (i) 40% upon signing of the contract; (ii) 30% upon submission of draft report and (iii) 30% upon submission of the completed version of the final evaluation report.

## **7. Presentation of proposals and selection criteria.**

Interested consultants/teams should present an electronic consultancy proposal to Gorta briefly outlining (i) a methodology for conducting the work under this consultancy (max 5 pages); (ii) a proposed work plan (max 2); (iii) the names and Resumes of the individual consultants to be assigned; (iv) the estimated number of days that each of the consultants will work on the assignment; (v) an itemized budget and indication of the total cost of the proposed work plan and (vi) an executive summary of a previous evaluation completed by the consultant(s) Gorta in liaison with AFARD will select the best proposal. Proposals should be submitted by September, 3<sup>rd</sup> 2012 at 4.00 P.M to The Senior Programmes Manager, Gorta: The Freedom from Hunger Council of Ireland, 12 Herbert Street. Dublin 2, Ireland or send electronically to [Isabella.rae@Gorta.org](mailto:Isabella.rae@Gorta.org)

**Annex 21: Visible Effects of WENDI Programme**



**Figure 13:** Soya beans Growing in Yumbe District



**Figure 14:** Field Officer training farmers on organic pests and diseases treatment



**Figure 15:** Iron sheet House of Ms. Mariemungu Joan the Chairperson of Congombe Group



**Figure 16:** Type Mosquito net Supplied by WENDI Programme



**Figure 17:** Borehole in Nebbi



**Figure 18:** VIP Toilet in Yumbe



**Figure 19:** Uruku Primary School-Zombo



**Figure 20:** Mr. Cwinyai in his office