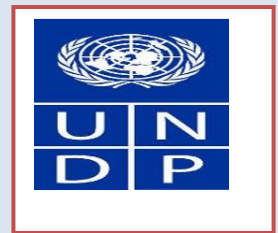




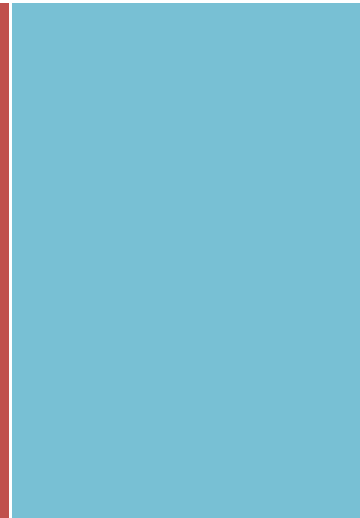
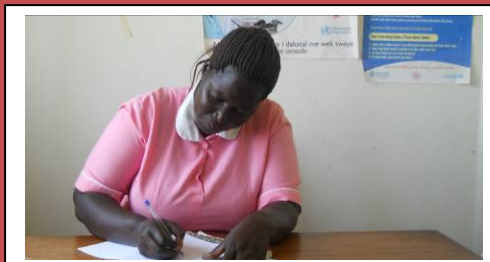
# MID-TERM EVALUATION REPORT 2010-2011

## Northern Uganda Early Recovery Project (NUERP)

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30<sup>th</sup> Sept 2011





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**LIST OF ACRONYMS AND ABBREVIATIONS**

|               |  |
|---------------|--|
| <b>ACTED</b>  | <b>Development Agency for Development</b>        |
| <b>AIDS</b>   | <b>Acquired Immune Deficiency Syndrome</b>       |
| <b>ALD</b>    | <b>Aid Liaison Department</b>                    |
| <b>ARVs</b>   | <b>Anti Retroviral</b>                           |
| <b>CAO</b>    | <b>Chief Administrative Officer</b>              |
| <b>CCA</b>    | <b>Climate Change Adaptation</b>                 |
| <b>CDOs</b>   | <b>Community Development Officers</b>            |
| <b>CMD</b>    | <b>Community Medicine Distributors</b>           |
| <b>COH</b>    | <b>Cessation of Hostilities</b>                  |
| <b>COOPI</b>  | <b>Cooperation International</b>                 |
| <b>CPAP</b>   | <b>Country Programme Action Plan</b>             |
| <b>CSOs</b>   | <b>Civil Society Organizations</b>               |
| <b>CUAMU</b>  | <b>COOPI Uganda Martyrs University</b>           |
| <b>DANIDA</b> | <b>Danish International Development Agencies</b> |
| <b>DDP</b>    | <b>District Development Plans</b>                |
| <b>DHO</b>    | <b>District Health Officer</b>                   |
| <b>DHTS</b>   | <b>District Health Teams</b>                     |
| <b>DOTS</b>   | <b>Directly Observed Treatment</b>               |
| <b>DPAC</b>   | <b>Districts Public Accounts Committee</b>       |
| <b>DRR</b>    | <b>Disaster Risk Reduction</b>                   |
| <b>FGDs</b>   | <b>Focus Group Discussions</b>                   |
| <b>FIDA</b>   | <b>Association of Women Lawyers</b>              |
| <b>GAM</b>    | <b>Global Acute Malnutrition</b>                 |
| <b>GoJ</b>    | <b>Government of Japan</b>                       |
| <b>GoU</b>    | <b>Government of Uganda</b>                      |
| <b>HIV</b>    | <b>Human Immunodeficiency Virus</b>              |
| <b>HMIS</b>   | <b>Health Management information System</b>      |
| <b>HSD</b>    | <b>Health Sub- District</b>                      |
| <b>HSSP</b>   | <b>Health Sector Program Support</b>             |
| <b>IDPs</b>   | <b>Internally Displaced Persons</b>              |

|                 |  |
|-----------------|--|
| <b>IDSR</b>     | <b>Integrated District Surveillance Report</b>               |
| <b>IGAs</b>     | <b>Income Generating Activities</b>                          |
| <b>ILF</b>      | <b>International Life Line Fund</b>                          |
| <b>IP</b>       | <b>Implementing Partners</b>                                 |
| <b>JP</b>       | <b>Joint Programme</b>                                       |
| <b>LC</b>       | <b>Local Council/ Local Councilors</b>                       |
| <b>LCV</b>      | <b>Local Council Five</b>                                    |
| <b>LG</b>       | <b>Local Government</b>                                      |
| <b>LRA</b>      | <b>Lord's Resistance Army</b>                                |
| <b>M/E</b>      | <b>Monitoring and Evaluation</b>                             |
| <b>MCH</b>      | <b>Mother to Child Health</b>                                |
| <b>MIS</b>      | <b>Management Information System</b>                         |
| <b>MOFPED</b>   | <b>Ministry of Finance Planning and Economic Development</b> |
| <b>MOH</b>      | <b>Ministry Of Health</b>                                    |
| <b>MOU</b>      | <b>Memorandum of Understanding</b>                           |
| <b>MTE</b>      | <b>MTE</b>   |
| <b>MTEF</b>     | <b>Medium Term Expenditure Framework</b>                     |
| <b>NAADS</b>    | <b>National Agricultural Advisory Services</b>               |
| <b>NDP</b>      | <b>National Development Plan</b>                             |
| <b>NGO</b>      | <b>Non-Government Organization</b>                           |
| <b>NPO</b>      | <b>National Program Officer</b>                              |
| <b>NUERP</b>    | <b>Northern Uganda Early Recovery Project</b>                |
| <b>NUSAF II</b> | <b>Northern Uganda Social Action Fund II</b>                 |
| <b>OPM</b>      | <b>Office of the Prime Minister</b>                          |
| <b>P4P</b>      | <b>Purchase for Progress</b>                                 |
| <b>PBF</b>      | <b>Peace Building Fund</b>                                   |
| <b>PCC</b>      | <b>Project Coordination Committee</b>                        |
| <b>PDCs</b>     | <b>Parish Development Committees</b>                         |
| <b>PDM</b>      | <b>Participatory Development Management</b>                  |
| <b>PLWHA</b>    | <b>People Living with HIV/AIDS</b>                           |
| <b>PMC</b>      | <b>PRDP Monitoring Committee</b>                             |

|                |  |
|----------------|--|
| <b>PMP</b>     | <b>Project Management Plan</b>                             |
| <b>PMSC</b>    | <b>Project Management Steering Committee</b>               |
| <b>PMTCT</b>   | <b>Prevention of Mother to Child Transmission</b>          |
| <b>PRDP</b>    | <b>Peace Recovery Development Plan</b>                     |
| <b>RCO</b>     | <b>Resident Coordination Office</b>                        |
| <b>SC-</b>     | <b>Sub-County</b>  |
| <b>SACCO</b>   | <b>Savings and Credit Cooperative Organization</b>         |
| <b>SAM</b>     | <b>Service Availability Mapping</b>                        |
| <b>SCC</b>     | <b>Sub-County Chiefs</b>                                   |
| <b>SG 2000</b> | <b>Ssasakawa Global 2000</b>                               |
| <b>SGBV</b>    | <b>Sexual Gender Based Violence</b>                        |
| <b>TPCs</b>    | <b>Technical Planning Committees</b>                       |
| <b>UCE</b>     | <b>Uganda Commodity Exchange</b>                           |
| <b>UN</b>      | <b>United Nations</b>                                      |
| <b>UNDAF</b>   | <b>United Nations Development Assistance Framework</b>     |
| <b>UNDP</b>    | <b>United Nations Development Program</b>                  |
| <b>UNTFHS</b>  | <b>United Nations Trust Fund and Humanitarian Security</b> |
| <b>UPE</b>     | <b>Universal Primary Education</b>                         |
| <b>UWESO</b>   | <b>Uganda Women Efforts to Support Orphans</b>             |
| <b>VEDCO</b>   | <b>Volunteer Efforts for Development Concerns</b>          |
| <b>VHTs</b>    | <b>Village Health Team</b>                                 |
| <b>WFP</b>     | <b>World Food Program</b>                                  |
| <b>WHO</b>     | <b>World Health Organization</b>                           |
| <b>WV</b>      | <b>World Vision</b>  |



## **DISCLAIMER**

The views expressed in this Report do not necessarily represent the views of the UN and the implementing partners.

## **ACKNOWLEDGEMENTS**

This MTE, conducted from the 7<sup>th</sup> August to 20<sup>th</sup> August 2011, provided me with an opportunity to monitor and evaluate the implementation of an interesting Northern Uganda Early Recovery Project here is abbreviated as (NUERP). I was also able to extract from my findings some practical recommendations for a more effective and efficient implementation of the remaining part of the project.

During the MTE, I received a lot of support from UNDP, WFP, WHO, Government of Japan, Government of Uganda both at the national and field levels and the Implementing Partners in the field

I would like to thank all of you and I express my sincere hope that the findings, conclusions and recommendations originating from this Report will assist your organizations/institutions in the continued implementation of the NUERP.

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Lastly, I would like to acknowledge that a lot of excellent work has been carried out through NUERP, which deserves follow up. I strongly believe that this project was a very useful contribution to the recovery efforts of the people of Lira, Oyam, Alebtong and Otuke districts in Northern Uganda.

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## Executive Summary

### Background and Context

---

The Northern Uganda Early Recovery Project aims at supporting the rapid and self sustainable recovery of the conflict-affected returning population in Lango sub-region, through an integrated service delivery and community based approach within the PRDP and NDP framework of the GoU. This is being addressed in a joint project that is being implemented through WFP, UNDP and WHO in the districts of Oyam and Lira (including the offspring districts of Otuke and Alebtong) over a two years period (2009-2011). The Government of Japan is the main donor to the UNTFHS that funds this project. Other partners such as World Vision, International Lifeline Fund, ACTED and Sasakawa Global 2000 have been sub-contracted to speed up implementation of a project which suffered several delays. Local Government is a core partner most especially in the Health Sector by WHO.

This is a Report of the findings of the MTE of the Northern NUERP in Oyam, Lira, Otuke and Alebtong districts. After initial project formulation in 2007, the project document was submitted to UNHCR on 15<sup>th</sup> April 2009 and only signed on 13<sup>th</sup> July 2009. Physical implementation of the project started in April 2010. The current Mid-Term Evaluation was conducted between 07<sup>th</sup> August to 20<sup>th</sup> August 2011 according to the stipulated Terms of Reference (TOR) under annex: 7

Over the past 20 years, approximately 1.5 million persons were displaced in Northern Uganda mainly as a consequence of the war between the Lord's Resistance Army (LRA) and the Government of Uganda. This did not only reduce the social and economic development of the country, in general, and Northern Uganda, in particular, but also created glaring regional disparities within the country.

In August 2006 when the Cessation of Hostilities (CoH) agreement was signed between the Government of Uganda and the LRA, as a result a significant number of people in IDP camps in Lango sub-region had already returned to their original homes.

Currently, Lira, Oyam, Aleptong and Otuke districts are still grappling with the aftermath of conflict and as such lags behind the rest of the country in human development. Local and National Government alike are facing many challenges in an attempts to ameliorate this post-conflict conditions.

In 2007, Peace Recovery and Development Plan (PRDP) was introduced by GoU, as an over-arching framework and affirmative action to address the post-conflict and recovery challenges in Northern Uganda. PRDP framework became a planning mechanism for most development partners operating in Northern Uganda including: UNDP, WHO and WFP under whose auspices this MTE was conducted.

As a result of appeals made by GoU to various partners and agencies, the NUERP was initiated jointly by three UN partners; UNDP, WFP, and WHO in the districts of Lira (including the new districts of Alebtong and Otuke) and Oyam since 2009.

## **Goal of the Project**

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The overall goal of the NUERP is to support rapid and self-sustainable recovery of the conflict-affected returning population and their communities through an integrated services delivery and community-based recovery approach.

## **Objectives**

---

The project focuses on four components, namely: Resettlement and Recovery support by UNDP/WFP; Livelihood enhancement by UNDP/WFP; Health, Nutrition, and HIV/AIDS by WHO; and Peace-Building and Conflict Resolution by UNDP.

In view of the aforementioned background, the MTE was commissioned to assess the progress and challenges of the project to date.

## **Mid-Term Evaluation (MTE)**

---

The main purpose of this exercise is to conduct MTE of (NUERP) in order to inform stakeholders on the progress made to date, challenges that are being experienced and strategies for successful completion of the project over the next one year.

### **Aims and objectives of MTE**

- i. To establish the progress of the Northern Uganda Early Recovery Project in Lira and Oyam
- ii. To identify challenges being experienced in the implementation of Northern Uganda Early Recovery Project.
- iii. To generate lessons learned and recommendations for successful completion of Northern Uganda Early Recovery Project.
- iv. To determine clearly the relevance, impact, efficiency, effectiveness and the sustainability of Northern Uganda Early Recovery Project.

### **Scope of the Evaluation**

The MTE, targeted UN agencies (UNDP, WFP, WHO), implementing partners, Local Government of Lira, Oyam, Alebtong and Otuke districts, Sub-Counties and Parishes, local authorities, selected Non-Government Organizations(NGOs) and Community-Based Organizations (CBOs).

**Note:** World Vision was contracted to implement components which were meant to be handled by UNDP under objective 1, 2 and 4. WFP contracted ACTED to implement the community access roads component (objective 1) and ILF to implement environmental sustainability and conservation and SG.2000 to implement construction of market collection points and post harvest management (objective 2). WHO implemented Health, HIV/AIDS and Nutrition activities through local government structures and system (objective 3).

## **Methodology**

---

In terms of approach and undertaking of the MTE of NUERP, both Qualitative and Quantitative methods of evaluation were used on the basis of randomized sample of 8 Sub-counties out of 16 in Lira, Oyam, Otuke and Alebtong. Given that NUERP covers 16 Sub-Counties, a minimum sample size of 50% was determined to be representative enough in conducting the evaluation.

The MTE was undertaken in two phases. Phase one was as a desk study heavily relying on secondary data sources. The Analysis generated in phase one, was used for validation in phase two which focused on interviews with key informants, focus group discussions, structured questionnaires and observations.

In phase two, both secondary and primary data were generated using the following methods: - Stakeholders' analysis, reviewing and mapping documents, focus group discussions, key informants interview and direct observation of selected project sites. Camera and questionnaires were some of the tools used.

### **Data captured during MTE**

Data collected during the MTE included; demographic set up of the respondents, activities and roles of different partners, performance of the project, community perceptives, relevance, efficiency, effectiveness, validity, institutional arrangements and linkages, coordination mechanism, outcomes, sustainability, lessons learned, best practices, constraints and recommendations.

The MTE focused on ascertaining the implementation process, outcomes and impacts created in the lives of the communities within the project area of Oyam, Lira, Alebtong and Otuke.

### **Criteria for selection of respondents**

The respondents were selected based on the following criteria: - Geographical location of the project, implementation structures, management and coordination structures, intensity of conflict impact and proximity from the conflict origin in Acholi. The 8 sub-counties for evaluation were selected from the project districts based on weighted and random sampling from the list of 16 sub-counties within (NUERP) catchment area.

The sample was weighted according to sub-county population and to conflict affectedness. Sub-counties that were significantly affected by conflict or cattle-rustling were given the weight 3; sub-counties that were sporadically affected were given the weight 2 and sub-counties that only suffered from spill-over effects were given the weight 1.

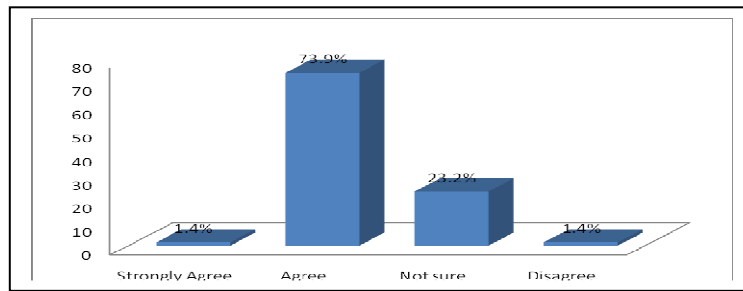
### **Major Findings and Analysis**

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The following findings were based on deductions that were made from empirical feedback from the respondents:

**Activities and outputs analysis** *(Refer to table one)*

**Overall Project performance was rated to be at 74%**



This was after considering what was planned against what has been implemented since the start of the project according to the respondents.

**Impact, Orientation and Sustainability**

---

The Score for Impact stands at **70.0%** after considering all the four thematic areas in the project of resettlement and recovery, livelihoods enhancement, health, nutrition and HIV/AIDS and Peace building and conflict resolution.

**Project Sustainability**

The sustainability arises from the fact that communities have attained skills in managing and maintaining the resources and inputs and will be able to safeguard them in future as well as build the human capital to take charge of implementing these project components. For example, WHO has initiated implementation through local communities and local governments which is a great approach and opportunity to enhance ownership and sustainability of the project.

**Management / Coordination**

Management and coordination was rated at 63.8% mainly attributed to the active contribution by the PMSC, at the National level. The shortfall is due to lack of resources to organize the PCC at district levels and this coordination tier weakens even further downwards to grassroots. Notably because of the creation of two new districts out of Lira, more Project Coordination Committees (PCC) came into existence without corresponding resources earlier planned to engage them.

**Effectiveness**

All the districts visited generated a score of 70% except Lira district in which the project effectiveness was lower than the other districts (66.7%). Project effectiveness was reported highly at the national level in Kampala (80%).

## Efficiency

Majority of respondents indicated some degree of dissatisfaction scoring only **57.9 %**. This low percentage had reasons ranging from non-participation of the district authorities in budgeting, non-utilization of NUERP funds, delays in release of funds from Kampala, increase in market prices of goods and services.

## Synergies and complementarity

The project was rated low and perceived not to have achieved much as it was noted that most of the activities were not aligned and inter-connected to each other leaving out existing frameworks such as PRDP, NUSAFII, ALREP and District Development Plans. For example the peace rings (Peace-Building groups) are not in any way relating to the tree planting activities and VHTs neither were they involved in VSLAs.

## Significant contextual changes noted:

| No | BEFORE NUREP  | PRESENT   |
|----|---|---|
| 1  | Initially there were only two districts Oyam and Lira.  | Creation of new districts, sub-counties and parishes  |
| 2  | Inflation level was low and prices of commodities were low.   | Economic austerity  |
| 3  | There was stability in terms of climatic variability and disaster occurrences for example drought and flooding were less prominent. | Weather vagaries and Climate change as well as variability  |
| 4  | There was total fiasco and humanitarian crisis where by the people of Lango were only depending on relief aid.                      | The project is now in a Development phase as opposed to resettlement and Recon  |
| 5  | Before there were IDP camp structures and commandants.  | Formal administrative structures are operational  |
| 6  | There was a high demand for relief food and non-food items.   | Community priorities are changing from relief to most especially in Education, water and sanitation as well as livelihoods. |

## Relevance of NUERP

From the above ratings, NUERP accounted for 91.3% score after adding 68.1% agreeing and 23.2% strongly agreeing of the questionnaires. *Implying that relevance of NUERP is strongly felt by the beneficiaries.*

## Attainment & Validity of Objectives

Attainment and validity relate to whether the project was designed to meet the real needs of the population, the expectations of the stakeholders and objectives. The Project Coordination Committee (PCC) and other local stakeholders had their views scoring 59.4% for agreeing and 15.8% giving a total of **75.2 %** on the project.



## Lessons learnt

---

Stakeholders who have participated in the implementation of NUERP in the study areas outlined lessons learnt to be including:

- i. It is important to conduct a wider consultation before commencement of any project. It is also important to establish baselines as a precursor to project designs and implementation which was not the case with NUERP;
- ii. Joint implementation and programming improves on synergies and comparative advantage which leads to better understanding of project contextual realities;
- iii. Close monitoring support by all stake-holders enhances realization of impacts most especially at the field levels;
- iv. Effectiveness of the National level coordination unit is contingent upon the strength of the field capacity to manage and implement projects effectively and efficiently;
- v. When implementing projects be mindful that community needs keep changing. After the MTE, there is need to reevaluate the objectives of NUERP and match it to the current needs being compelled by ever changing contexts of the project area. For example lack of safe water, education and Malaria is on top of agenda within the communities;
- vi. Women are more enthusiastic participants in development projects than men and should be integrated into processes and outcomes thereof;
- vii. Supporting community groups has better multiplier effects than supporting to individuals. And decentralized form of PCC enables prompt monitoring of project outcomes at the Local Government; Demand for extension services has increased as a result of sensitization on improved agricultural practices. For example, animal traction and post-harvest handling;
- viii. It is important to note that the hand hoe is still needed and cheaper to deliver for wider use in communities as compared to animal traction which is equally important but cannot be afforded by a majority of the families ;
- ix. Irregular disbursement of project funds delays a lot of planned activities and creates suspicion by the beneficiaries; PMSC should in future ensure improved timely disbursements;
- x. Peace project should involve structures with the local government to attract ownership and sustainability;
- xi. Participatory planning, implementation, monitoring and evaluation of projects attract ownership and sustainability;
- xii. Using local government structures such as District Disaster Management Committee (DDMC) fully will reduce duplication of structures and services such as PCC which may not exist after NUERP ;
- xiii. Advocacy for policy influencing is always important to be mainstreamed within the Project implementation;
- xiv. Considering cross-cutting issues such as environmental protection, HIV/AIDS, conflict prevention, gender, Human rights mainstreaming is crucial;

## Constraints and challenges

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### *Programmatic and Institutional constraints:*

**Inadequate linkages and synergies:** Lack of linkages with other existing programmes such as NAADS, PRDP, NUSAFII and District Development Plans, as a result, NUERP has been detached from other programmes which is not aligned to the overall objective.

**Inadequate monitoring of project:** Monitoring of NUERP was recorded to be weak by the IPs and the UN agencies, therefore, causing inadequate reporting and accountabilities by district officials.

**Districtization.** Creation of Alebtong and Otuke as new districts posed new challenges of coordination, increased operation costs.

**Delays of the project start:** Poor planning was exhibited at the inception of the program itself.

**No baseline assessment:** It was noted that no baseline assessment was carried out before start of the NUERP project, which made it difficult to establish benchmarks/indicators for monitoring some of the outputs

### *Constraints at District /Sub-county level*

**Coordination capacity is low:** Low capacity of local governments to coordinate project activities and poor motivation were noted, with malfunctioning coordination structures such as Project Coordination Committee (PCC) and District Disaster Management Committee (DDMCs),

**Inadequate accountability:** Late reporting and accountability especially by district officials especially from Lira district was noted, including lack of enthusiasm in the project implementation by some sub-county authorities.

### *Implementing partners*

**Poor visibility:** This was found to be a huge challenge as communities were not even aware of the Organizations that are providing resources for NUERP. Most project sites were not easily identifiable or attributed to the supporting UN Agencies. Instead the Implementing Partners were easily recognized by the communities because of their day to day contact with each other. Very few of the communities knew that the original source of funding for this project was the Government of Japan.

**Sustainability:** The project was noted to be lacking any strategy for passing over the project gains to the local authorities after the project period has elapsed. Some of the activities were noted to be implemented by district officials and the communities at a fee paid by UN agencies which is not sustainable.

**Inadequate Management Information Systems (MIS):** MIS and monitoring support supervision by partners is really very poor. Most officers were noted to visit projects sites only while distributing.

**Late supply of inputs:** Some of the inputs that were distributed for the livelihoods were noted to be of poor quality and inadequate.

**Functionality:** This was noted to be a challenge as most interventions are executed without considering other important accompaniments such as health centers without health workers, power source, drugs, water points, toilets and other related accessories.

### *Constraints at community level*

**Inadequate marketing skills:** An inadequate marketing skill among the beneficiaries was recorded.

**Climate Change and variability:** Weather vagaries affecting crops, livestock and human safety nets.

**Low participation in monitoring:** Low involvement and participation of community members in monitoring resource utilization have led to inadequate ownership of the project.

### **Recommendations**

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#### **National level and programming**

**Strengthening linkages and synergies:** There is need to strengthen linkages and integration interventions in a coordinated approach while implementing NUERP as emphasized by the project goal. For example linkages with government programmes such as PRDP, NUSAFII, ALREP, NAADS and other related frameworks. The project staff should start attending the above meetings.

**Functionality:** NUERP interventions may require revisiting to take into account full functionality in terms of an investment. For example, supporting health centres should include all aspects that make the health centre functions holistic and this should be applied to others sectors.

**Systematizing Conflict Sensitivity:** Considering potential conflict drivers at all stages of the project is another area of improvement by the UN joint Programme under NUERP. Implying whatever is being implemented under NUERP should not be a source of conflict, but rather promote peace building and sustainable development.

**Visibility:** The MTE is strongly recommending deliberate efforts in strengthening visibility aspect particularly to the Government of Japan, Government of Uganda and the Joint UN agencies.

**Funding disbursement to be improved:** Funding disbursements to partners is recommended to be in a timely manner.

**Sustainability strategy and exit plans:** NUERP should be preparing the community to be empowered to sustain the project by developing an exit strategy plan since the project is winding up. An exit strategy should be developed by consulting with the community.

**Improving coordination at all levels:** Project Coordination Committees (PCCs) be formed in the new districts (ALebtong and Otuke) and made functional. The old PCCs to be revamped and energized since they were found to be weak in almost all the NUERP districts. Local governments should take charge of coordination.

**Regular monitoring and support supervision:** UN partners need to regularly monitor implementation against indicators of success through feedback from the targeted beneficiaries. MTE discovered that monitoring framework was lacking. Monitoring activities and inputs under NUERP was not regular and therefore, poor service delivery including late submission of accountabilities and reports was noted in certain areas. Local Government should get on board to coordinate and monitor activities.

**Weather vagaries:** This remains a key handicap to improved crop production. Farmers to be supplied with draught and disease resistant crops. Also, make some linkages with Department of meteorology and disaster to integrate Disaster Risk Reduction (DRR) including Climate Change Adaptation (CCA) mechanisms within the project.

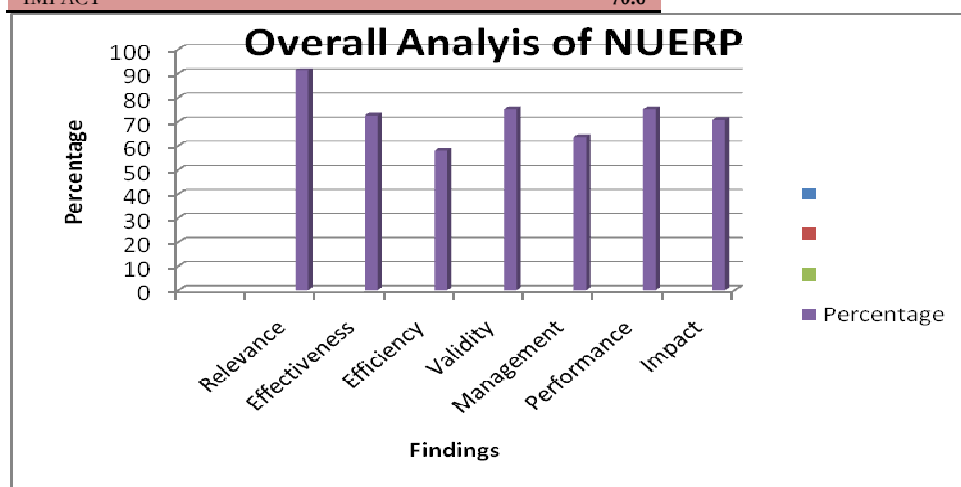
**Implementation of planned activities on time should be taken into account to avoid delays.**

**Extension of NUERP:** It was generally noted that a humanitarian crisis that has take over 20 years may not solved with a project of only two years. Therefore, there is high demand by the beneficiaries for phase two of NUERP.

**Overall assessment NUERP**

OVER ALL FINDINGS OF MID-TERM EVALUATION

| Findings      | Percentage |
|---------------|------------|
| RELEVANCE     | 91.3       |
| EFFECTIVENESS | 72.8       |
| EFFICIENCY    | 57.9       |
| VALIDITY      | 75.3       |
| MANAGEMENT    | 63.8       |
| PERFORMANCE   | 75.3       |
| IMPACT        | 70.6       |



**Overall conclusion:**

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The overall goal of the NUERP is to support rapid and self-sustainable recovery of the conflict-affected returning population and their communities through an integrated services delivery and community-based recovery approach.

According to the MTE the majority of respondents (91%) had agreed that the project is very relevant, (75.3%) both agreed that the project is valid and performed well, 72.8% and the impact of the project is rated at 70.6%.

It is important to note however, that coordination and management was rated low (63.8%) and lowest was efficiency of NUERP rated at (59.7%).

Additionally, across the board there was call for the replication of the projects. Most community members did not have the holistic picture of NUERP but were able to address their appreciation from elements of its support through specific interventions of the WHO, UNDP/World Vision, WFP, ACTED, SG 2000 and International Lifeline Support. Interventions were considered relevant with great impact and sustainable, mostly because they operated through local structures like traditional leaders, local councilors and integrated gender and generational interests of children, youth and adults.

Most of the weaknesses were late fund disbursement, low efficiency and effectiveness in project deliverables and inadequate address of cross cutting issues. These are areas where improvements are most needed. It is recommended that a follow up project should be designed to ensure continuity of this very relevant project to allow an extension of NUERP to complete the planned activities.

# 1.0 Introduction

## 1.1 Background and Context

This Report contains findings of the MTE of the NUERP in Oyam, Lira, Otuke and Alebtong districts. Initially, the project was designed to cover only Lira and Oyam, but as a result of creation of more districts in Uganda, Otuke and Alebtong were curved out of Lira district increasing the administrative units inevitably to four districts instead of the initial two.

Lira and Oyam are districts in the Lango sub-region in Northern Uganda; they border with Acholi sub-region to the north and west, Karamoja and Teso to the east, and water bodies of Lake Kyoga and River Nile to the southern part. *(See the Map showing project implementation areas attached)*

Over the past 20 years, approximately 1.5 million persons were displaced in Northern Uganda mainly as a consequence of the war between the Lord's Resistance Army (LRA) and the Government of Uganda (GoU). This has not only slowed down the social and economic development of the country, in general, and Northern Uganda, in particular, but also created glaring regional disparities within the country.

Northern Uganda comprises the sub-regions of Lango, Acholi, Teso and Karamoja.

**Sub-Region by Districts during the project formulation in 2007 is categorized below:**

- (i) **Lango sub region:** Lira, Apac, Oyam, Amolatar, and Dokolo
- (ii) **Acholi sub region:** Gulu, Kitgum, Pader, and Amuru
- (iii) **Teso sub region:** Kaberamaido, Kumi, Bukedea, Katakwi, Amuria, Soroti, Pallisa, and Budaka
- (iv) **Karamoja sub region:** Abim, Kaabong, Kotido, Nakapiripirit and Motoro.

In the recent years, a confluence of events has positively impacted on the situation. Peace negotiation resulting in the landmark signing of annexure to the Final Peace Agreement between the Government of Uganda and the Lord's Resistance Army (LRA) are in place, relative peace has prevailed in Northern Uganda, thus, resulting in a large, spontaneous return of IDPs to their areas of origin within the region. At the end of 2008, only 670,000 IDPs had remained in camps. Of this figure, 600,000 (89.55%) were in Acholi sub-region while 70,000 (10.45%) were in Amuria and Katakwi Districts, in the Teso sub-region.

As the security situation improved, the IDP return movement intensified sparking off a huge demand for human security needs as well as for means to kick start livelihoods in Northern Uganda. This is aggravated by the earlier effects of displacement which are already evident, such as, the large-scale loss of social and economic infrastructure, property, land and livestock and the erosion of the social capital (For example, local administrative structure, associations, social cohesion and coping mechanisms) and financial capital (For example, access to saving facilities and credit) of the population. Providing a

smooth transition towards sustainable development for the returned communities is challenging for government and development organizations.

By August 2006 when the Cessation of Hostilities (CoH) agreement was signed between the Government of Uganda and the Lord's Resistance Army (LRA), a significant number of people in IDP camps in Lango sub-region had already returned to their original homes.

Currently, Lira Oyam, Alebtong and Otuke districts are still grappling with the aftermath of conflict and as a consequence lag behind the rest of the country in human development. Local and National Government alike are facing many challenges in an attempt to ameliorate the post-conflict conditions.

In 2007, the Government of Uganda, therefore, introduced an over-arching framework called Peace, Recovery and Development Plan (PRDP) as an affirmative action to address the post-conflict and recovery challenges in Northern Uganda. This PRDP frame work became a planning mechanism for most development partners operating in Northern Uganda including: UNDP, WHO and WFP under whose auspices this MTE was conducted. As a result of appeals made by Government of Uganda to various partners and agencies, the Northern Uganda Early Recovery Project was initiated jointly by three UN partners; UNDP, WFP, and WHO in the districts of Lira (Alebtong and Otuke) and Oyam in 2009.

***The project is supported by the Government of Japan*** which is the main contributor to the UNTFHS. Other Implementing Partners (IPs) are: World Vision (UK), International Lifeline Fund, ACTED and Sasakawa Global 2000 which have been sub-contracted to speed up implementation of the project which has suffered some delays.

In Lango sub-region, where the conflict and displacement have been less protracted, the population has moved permanently back to their villages of origin. Unfortunately, the majority of communities in Lango returned home rapidly in waves, overwhelming the dilapidated and damaged infrastructure in their villages and leaving the humanitarian services such as primary health care and food support behind in the camps. One of the results has been the spike in malnutrition levels above emergency levels due to food insecurity, lack of access to good quality health services and poor water and sanitation conditions.

Recognizing the urgent need for transitional support, especially in areas where the security situation was constantly improving, UN agencies have shifted their support from humanitarian and emergency relief towards support to rehabilitation and development in order to bring about sustainable development in return communities. One of the most significant responses was the "Inter-Agency Early Recovery Rapid Needs Assessment (RNA)", which identified gaps in multi-sectoral interventions to support planning for early recovery activities. The RNA was completed in Lira and Dokolo districts under the joint leadership of the UN, with the UNDP taking the lead, and the governmental coordination mechanism being the District Disaster Management Committee (DDMC).

The results of the RNA have been used to inform priorities for intervention in various sectors, including livelihood, land and agriculture, water and sanitation, health, and local administrations. Various partners have also conducted detailed assessment of the gaps and needs within their sector; for instance a Health Services Availability Mapping (SAM) survey was done in all the five districts of Lango sub-region in 2007 and the results were used to develop a health recovery strategy for the area. Concurrently, continuous mapping of interventions by partners informs on “who is doing what and where” and consequently enhance coordination.

NUERP built on these and other initiatives in order to bring about improved coordination and heightened effectiveness and impact on the population. UN joint efforts has been put in place in order to respond to the interconnected issues in the most efficient way by harmonizing respective expertise of participating agencies. Responding to the needs of the returning population and fulfilling their rights is at the core of the Government of Uganda and the UN’s priorities. With the support of the UNDP and other UN Agencies, the Government produced and launched the National Policy for Internally Displaced Persons (IDP Policy) in 2004, which became the framework under which the rights and needs of the IDPs are to be addressed and met through voluntary return and resettlement.

This commitment by the Government and the UN to address the needs and respond to the rights of the IDPs, particularly in Northern Uganda is further translated through the Peace, Recovery and Development Plan (PRDP) for Northern Uganda 2007-2010. The PRDP is the mid-term government plan aimed at consolidating peace and security, and laying the foundation for recovery and development, and in reducing the regional imbalance between the North and the rest of the country. The PRDP and the IDP Policy are aligned with the objectives of the government’s overall poverty reduction strategy, namely the Poverty Eradication Action Plan (PEAP), Especially Pillar 3 which emphasizes the need for the protection of persons and their property through the elimination of conflict, resettlement of IDPs, implementation of recovery plans, and strengthening of disaster management capacity.

NUERP is designed to be consistent with the objectives of the IDP Policy and Pillar 3 of PEAP. It also corresponds to the PRDP’s Strategic Objectives 2 and 3, which are the rebuilding and empowering of communities and the revitalization of the economy. The project aims at contributing to the objectives through a multi-sectoral approach by maximizing the comparative advantage of each UN agency involved in line with the United Nations Country Team’s (UNCT) practices under the United Nations Development Assistance Framework (UNDAF) 2006-2010.

### **Rationale for Funding from the United Nations Trust Fund for Human Security (UNTFHs)**

The return of former IDPs to their areas of origin to restart their lives was considered a promising sign in the return of peace and normalcy in Northern Uganda after two decades of war and suffering. In spite of this development, there are still strong indications that insecurity and uncertainty persist. For example, former IDPs returned to areas where institutional structures were either not yet in place or there was no capacity. Basic services were either not available or inaccessible to some. Moreover,



support for agricultural production and economic opportunities were not present and subsequently wanting. In addition, the mechanisms for sustained peace and reconciliation at the time were non-existent.

Initially, the capacity of the government to eventually take on these tasks was inadequate and therefore needed to be supported. Otherwise, the resulting fight for access and control over meager resources and the lack of mechanisms for associated disputes to be resolved would expose the area to renewed conflict. It is vital that the return to conflict in Northern Uganda be avoided and it is for this reason that this joint initiative must be realized.

The UNTFHS is uniquely placed to support the critical early recovery phase in Lango sub-region, where recovery assistance has generally been less and progressively decreased compared to Acholi sub-region, which has attracted more attention and assistance due to the extent of the impact of the conflict and the longer duration of displacement in the region. Relatively shorter displacement does not mean that human security needs do not exist.

Responding to the massive return to areas of origin in Lango sub-region that occurred in advance of other regions, agencies initially provided humanitarian and emergency assistance to help the sub-region emerge from a purely humanitarian phase to one of return or transition to recovery. However, attention and support soon shifted to the more severely affected Acholi sub-region, following the sudden, spontaneous movement of IDPs from camps to their parishes of origin or to mid-way sites. Hence, the early recovery phase in Lango had been a missed opportunity, and people have had to return home to areas devoid of the necessary infrastructure and means of livelihood to rebuild their lives. Furthermore, the capacity of the local government to deliver basic services has not been strengthened and thus there has not been a proportionate increase in service provision for the population in the return areas. As a consequence, human security in these areas is still threatened as a result of poverty and LRA still active though not in Uganda. Development-oriented support that can address the broad range of interconnected issues was, therefore, urgently required. The UNTFHS supported the UN joint efforts to respond to the multi-sectoral needs of vulnerable populations at this critical transitional phase, with the aim of producing immediate results for sustainable recovery and development.

The main aspects of the project are focused on:-

The conflict affected returning population and particularly the disadvantaged segment of the communities;

- i) It embraces top-down protection and bottom up empowerment approach;
- ii) Respond to multi-sectoral needs of the communities;
- iii) Engagement of local partners, especially civil society organizations ;
- iv) Addresses a wide range of interconnected issues, specifically poverty, health, nutrition, and livelihood opportunities and recognizes the relationship between these issues;
- v) Addresses human security;
- vi) Longer term engagement in order to address the broad range of interconnected issues;

- vii) And the multi-sectoral and inter-agency integration approach that this project applies is expected to bridge that transition from crisis to post-crisis recovery to support human security in Northern Uganda.

### **Rationale for joint programming**

The participating agencies have observed the importance of coherent and effective response from the experience they have gained during the humanitarian and emergency phase. They also recognize that the recovery needs on the ground call for development; as opposed to relief oriented support to enable the communities become more self sustaining in the longer term. Thus, a multi-sectoral development response to create an environment that empowers the conflict-affected population to restart a productive life in a sustainable manner is key to the future of the region.

Additionally, given the pressing multi-sectoral needs on the ground during the early recovery phase, as explained above, participating agencies have found joint programming as the most efficient way of responding to the wide range of interconnected issues, which cannot be tackled by any single agency alone. Therefore, the respective UN Agencies are “delivering as one” in more strategic and coordinated manner.

### **Maximizing the impact from the proposed joint project**

The total project cost (including programme support cost) is USD 3,807,443 distributed among the partners as follows: UNDP received 1,826, 873, WHO received 664, 470 and WFP received 1,316, 100.

In light of available funding, the participating UN Agencies have agreed to focus their efforts on the return areas in Lango sub-region where early recovery support is currently most crucial, while retaining the best mix of sectoral interventions. Considering the rapidly changing human security needs on the ground, each agency reviewed outputs and activities in view of their respective expertise and experiences, in a bid to ensure maximum impact within the available budget.

The outputs and activities that have been prioritized respond to critical needs that are currently not covered by any other actors. The geographical focus has been narrowed down to specific areas of 16 sub-counties out of 19 in the target districts which are in most need. Some capital intensive activities are excluded from this project, but the agencies shall seek funding from other sources to complement it.

### **Project identification and formulation**

The long insurgency in Northern Uganda greatly affected the capacity of the local governments to deliver services. The intervention by the UN and other partner agencies will assist in plugging the gap in access levels compared to other parts of the country. NUERP will contribute to strengthening the district local governments’ capacities for implementation and sustainability.

An Inter-Agency Early Recovery Rapid Needs Assessment (RNA) in collaboration and coordination with the District Disaster Management Committees of respective districts – informed the priority needs of resettling IDPs against which this project was developed. Among other things, the assessment highlighted the significance of access to basic services as a major contributory factor to return and resettlement. Moreover, the study noted the risk of high levels of deforestation as a coping strategy and recommended the enhancement of environmentally sustainable practices as mitigation measure along-side activities that promote tree planting. This project was identified in a participatory manner through annual review and planning meetings held at district level, which involved participation of district and lower local government officials, NGO partners, and other stakeholders. It is also based on the participatory and inclusive nature on the formulation of District Early Recovery Plans, which was supported by UNDP and led by the respective districts local governments of Lango sub-region.

## 1.2 Goal statement and project objectives.

The main goal of this project is to support the rapid and self-sustainable recovery of the conflict-affected returning population and their communities through an integrated service delivery and community-based approach.

### 1.3 Specific objectives:

**Objective 1:** To facilitate resettlement and recovery among the target population through enhancing the physical and organizational assets in 16 sub-counties that are areas of return. (UNDP&WFP);

**Objective 2:** To improve the production capacity and income of 10,000 households (60,000 individuals) through agricultural and non-agricultural activities and access to credit and savings in two (2) years (UNDP&WFP);

**Objective 3:** To improve the health, nutritional, and HIV/AIDS status of at least 30% of the 228,190 persons in 16 sub-counties and uphold their right to health through improved access to quality health and nutritional services (WHO); and

**Objective 4:** To allow 16 sub-counties where people have returned to engage in peace building and conflict prevention processes involving women, youth, religious, and cultural/local leaders within the project period (UNDP).

In view of the aforementioned background, this MTE was commissioned to assess the progress and challenges of the project to date.

## 1.4 Outputs

### *Objective 1*

1.1 Community access roads that connect target population to basic services are opened and serviceable;

1.2 Land at selected de-gazetted IDP camps and areas of return restored and sustainably managed;

1.3 Capacity of two District Local Governments to implement participatory development management strengthened.

*Objective 2*

- 2.1 Agricultural production and productivity of 6,000 households increased through provision of agricultural inputs and training;
- 2.2 Economic opportunities of 2,000 households diversified through provision of non-agriculture skill training and access to savings and financial resources;
- 2.3 Annual per capita increase in marketable surplus of staple foods (maize, beans) sold through farmer association members (disaggregated by gender and commodity type);
- 2.4 Alternative sources of income of 2,000 farmer households increased through community based integrated fish farming.

*Objective 3*

- 3.1 Access to basic medical services is assured in the project area by ensuring availability of essential drugs at health facility and community levels and providing outreach services to areas without health facilities;
- 3.2 Early detection and prompt response to epidemic outbreaks is assured through strengthening of the Health Management Information system and surveillance system and stockpiling of drugs and medical supplies;
- 3.3 Access to essential life-saving preventive interventions assured in project area. This is through support to pulse immunization and child days and establishment of preventive services for neglected diseases such as sleeping sickness and lymphatic filariasis
- 3.4 Humanitarian response, return and early recovery activities are well-coordinated and duplication prevented through coordination meetings and mapping of interventions to identify gaps (who, where and what?).

*Objective 4*

- 4.1 Local communities are made aware of mediation and dialogue in the resolution of conflicts reconciliation and moral recovery;
- 4.2 Mediation services, dialogues, and reconciliation activities involving the youth, women, cultural, religious, and local leaders in 16 sub-counties and two districts are strengthened;
- 4.3 At least 480 women and youth from 16 peace rings are engaged in participatory reconciliation and peace-building initiatives.

This section generally, is dedicated to explain NUERP from the conceptual stage to the execution level in ascertaining the level of achievements.

## 2.0 Mid-Term Evaluation (MTE)

### 2.1 Purpose and objective of Evaluation

The main purpose of this exercise is to conduct MTE of NUERP in order to inform stakeholders on the progress made to date, challenges that are being experienced and strategies for successful completion of the project over the next one year.

### 2.2 Aims and objectives of the MTE

- 2.2.1 To establish the progress of NUERP in Lira (including Alebtong and Otuke) and Oyam
- 2.2.2 To identify challenges being experienced in the implementation of NUERP.
- 2.2.3 To generate lessons learned and recommendations for successful completion of NUERP.
- 2.2.4 To determine clearly the relevance, impact, efficiency, effectiveness and the sustainability of NUERP.

### 2.3 Specific tasks

**2.3.1** Review partners' individual work plans and their consistency/coherence with the overall project document and with each other; conduct detailed assessments of activities implemented so far and the extent to which the overall project goal and individual project objectives and outputs have been achieved.

**2.3.2** Assess the degree of involvement of counterpart Government partners and local communities in the identification, prioritization, planning and implementation of sub-projects and prospects for sustainability.

**2.3.3** Assess the institutional, technical, operational and financial capacities, as well as the absorption capacity of the Contractors or the Implementing partners. The content of the assessment/scope of work will include the following key issues: Collecting data about outputs, their relevance, quality and quantity (services, products); assessment of constraints which explain present level of performance; any developments that may have resulted in changes in project targets, time frame and or costs;

**2.3.4** Analyze the synergies/complementarity with the implementing partners' ongoing activities and propose ways of ensuring effective and efficient linkage between the partner's activities and NUERP.

**2.3.5** Identify any significant changes in the operating environment within the target sub-counties that would impact on implementation during the last year of project implementation;

2.3.6 Recommend overall project level as well as component and sub-project level measures that must be taken in order to ensure attainment of project objectives and outputs and any adjustments that may be required in the project content, targets, time frame and cost.

## 2.4 Outputs/deliverables

2.4.1 Meeting with all stakeholders in Kampala and presentation of an inception prior to the start of the field work;

2.4.2 Debriefing of stakeholders (presentation of key findings and recommendations) in Kampala at the end of the field mission and incorporation of comments;

2.4.3. A detailed report addressing all questions raised above and any other aspects that may contribute to the realization of the overall goal of NUERP.

## 2.5 Executing modality /Management arrangements

This MTE was executed by the consultant as follows:

Desk reviewed of quarterly Reports of the agencies and Joint Programs, monitoring reports, project documentation, meeting minutes, and other relevant documentation;

Reviewed of the PMP framework from PBF headquarters and together with the Monitoring and Evaluation (M&E) Specialist in the RCO assessed the applicability (and inclusion) of its indicators in the Uganda MTE; Developed and finalized the Report based on comments from participating UN agencies, the Criteria for the Midterm Evaluation based on the following overall framework:

**Relevance** - Did the plans actually address the context of recovery and conflict prevention against which it was developed (situation analysis and identified conflict drivers)? Are the ongoing/planned activities likely to have an impact on peace building?

**Assessed the effectiveness of the project** – Were the programs implemented effectively (timely implementation, on track with plan for activity implementation and fund disbursement; building on synergies)? Did the services meet the needs of the target beneficiaries (women and youth)? Were the services included in local government plans/ PRDP?

**Assessed the efficiency of the programmes:** Which services produce the best results especially when some services can be provided using various modalities?

**Delivering as one** - Was the UN able to maximize the comparative advantages of each agency and of the UN as a whole? What level of coordination was there within the joint programme; between the joint programme. Within the joint programme and other UN/development partner programmes in the region; with the local government? Which percentage of activities within the joint programme was in the same Geographic area; have the same beneficiary groups; involved the same Implementing partners? Extent of joint planning, monitoring adopted.

**Sustainability**– How feasible is the implementation timeline provided by the components including any proposal of corrective action to speed implementation that the agency proposes to take? Is the programme sustainable? Can and will the community/government continue the initiatives/ activities when the UN stops the programme?

Based on comments from participating UN agencies, a detailed methodology and timeline for conducting the MTE, including but not limited to:

A Sampling Proposal, including a proposal of sampling methods (simple random, systematic random, purposive, snowball, etc.);

A proposal regarding data collection procedures and instruments was developed to facilitate Conducting and documentation of the MTE, including discussions with implementing partners both at national and field's level.

Management arrangement of this MTE has been under the auspices of UNDP including signing of the contract with the consultant.

The principal responsibility for mapping this MTE has been with UNDP in ensuring effective pursuance of the contract undertaken by the Consultant.

The Consultant ensured updates with UNDP on the progress and challenges encountered during the MTE.

Mobilization for interviews in Lira, Oyam, Otuke and Alebtong was done jointly by WFP, UNDP, WHO, World Vision, Lifeline International Fund, SG- 2000, District officials and local community authorities and groups.

## **2.6 Scope of the Evaluation**

This piece of work was agreed to cover 20 working days, targeting the study population of UN agencies (UNDP, WFP, WHO) implementing Recovery Programmes, implementing partners, Local Government of Lira and Oyam (District, Sub-County and Parish level), local authorities, selected NGOs and CBOs in Lira, Oyam, Otuke and Alebtong districts in Northern Uganda.

## 3.0 Methodology

### 3.1 Evaluation Approach

The qualitative and quantitative aspects of the evaluation was based on a randomized sample of 8 Sub-counties out of 16 project Sub-counties in Lira, Oyam, Otuke and Alebtong districts. A minimum sample size of 50% was determined to be representative enough in conducting the evaluation.

In terms of approach and implementation of the MTE of the NUERP, both Qualitative and Quantitative methods were used. The MTE was undertaken using two phases.

Phase one was as a desk study heavily relying on secondary data sources. The Analysis generated in phase one was used for validation in phase two which focused on interviews with key informants, focused group discussions, structured questionnaires and observations.

In phase two, both secondary and primary data were generated and the following methods used:-

- 3.1.1 Stakeholders' Analysis:** The consultant undertook a stakeholders' mapping and analysis to identify which agencies, institutions or organizations are implementing activities or contributing towards the NUERP. Meeting of both the PMSC at national level and the PCC at the district level and other stake holders took place successfully through the support of UNDP. *(See Annex 9: List of key partners implementing Northern Uganda Early Recovery Project)*
- 3.1.2 Reviewing and mapping documents:** The consultant reviewed existing reports, work plans and assessments carried out by the implementing partners in Oyam, Lira, Otuke and Alebtong districts regarding NUERP as a basis to validate existing information gathered. Interventions and Reports that have been carried out by identified stakeholders in Oyam, Lira, Otuke and Alebtong were reviewed. *(Annex 2: List of all the documents reviewed)*
- 3.1.3 Focus group discussions:** In each selected district, validation of data collected in phase one was conducted through focus group discussions as one of the approaches with selected groups in the district, Sub-county and Parish levels. Questions asked included: Which organization has been conducting activities in Oyam and Lira pertaining NUERP? Which interventions are being undertaken in Oyam and Lira? Which intervention has been taken by government and other stake holders? These groups included: Peace rings, farmers' groups, Village Savings and Loan Association, women groups, youth, PWDs and other vulnerable groups in the communities. *(Annex 4: List of the Focused Group Discussions held)*
- 3.1.4 Key informants interview:** Key persons within the project were selected for intensive interviews regarding NUERP. This included; Project Management Steering Committee



(PMSC) Project Coordination Committee (PCC), District authorities (CAO, DHO's, Sub-county chiefs, CDOs), community leaders, opinion leaders etc. (*Annex 3: List of Key Informants*).

**3.1.5 Direct observation of selected project sites:** This was very instrumental to physically look at some of the activities and interventions being carried out by stakeholders in the project area (*Annex 8: List project sites visited in the field*).

### 3.2 Tools used during the MTE.

A conventional method of data collection was used with tools such as– structured questionnaires, focus group discussions, and structured interviews with key informants, use of Camera, and observations. Questionnaires were developed for interviews at three levels:

**National and District questionnaire were administered to:** The Country Directors, Project Management and Steering Committee (PMSC), Project focal persons, Government specifically, Office of the Prime Minister and AID Liaison Department (ALD) Ministry of Finance, Planning and Economic (MOFPED) Development and Government of Japan as a donor to this project.

At the **district level** the questionnaires were directed at the Chief Administrative Officer (CAO), the District Planner and the PRDP Focal Point person, District Health Officer (DHO), District Environmental Officer (DEO), Gender Officer, District Production Officer (DPO), NAADS Coordinator, District Engineers, District Community Development Officer (DCDO), District Health Teams (DHTs) and Implementing partners operating in the districts.

**Sub-county questionnaire were administered to:** LCIII Chairpersons, Sub-County Chiefs, Community Development Officers (CDO), Sub-County councillors, Health Officials, Village Health Teams (VHTs), farmer's groups and implementing partners.

**Parish questionnaire** had to focus at community leaders, Local councils (LCs), peace rings/groups, farmer's groups, Village Savings and Loan Associations (VSLA), environmental conservation groups, women's groups and youth groups.

### 3.3 Data captured during MTE

Data collected during MTE included; demographic set up of the respondents, activities and roles of different partners, performance of the project, community perceptions, relevance, efficiency, effectiveness, validity, institutional arrangements and linkages, coordination mechanism, outcomes, sustainability, lessons learned, best practices, constraints and recommendations. The MTE focused on ascertaining the implementation process, outcomes and impacts created in the lives of the communities within the project area of Oyam, Lira, Alebtong and Otuke districts.

### 3.4 Criteria for selection of respondents

The criteria for selecting respondents were based on the following: geographical location of the project, implementation structures, management and coordination structures, intensity of conflict impact and proximity from the conflict origin in Acholi. These are elaborated hereunder.

In terms of selecting the 8 sub-counties for MTE, weighted, random sampling was applied from a list of 16 sub-counties within NUERP catchment area. The sample was weighted according to sub-county population and the degree of conflict affects. Sub-counties significantly affected by conflict or cattle-rustling were given the weight 3; sub-counties sporadically affected were given the weight 2 and sub-counties that only suffered from spill-over effects were given the weight 1. The 8 sub-counties sampled were located in 4 districts of Oyam, Lira, Otuke and Alebtong.

At the parish level, a random selection of one parish per sub-county was used most especially where project sites were (*See annex 8*).

The data was collected by the Consultant and one Research Assistant between 07<sup>th</sup> August and 20<sup>th</sup> of August 2011. The interviews were conducted on daily basis at district, sub-county and parish covering three days per district.

At parish level the MTE team visited selected interventions executed by both UN agencies and the contracted implementing agencies under the four components:-

- (1) Resettlement and Recovery, (2) Livelihoods enhancement, (3) Health, HIV/AIDS and Nutrition and (4) Peace-building and conflict resolution. (*see Annex 8*)

In executing the MTE, care was taken to abide by the international principles of monitoring and evaluation which are: systematic inquiry, competence, integrity/honesty, and respect for people, responsibilities for general and public welfare.

## 4.0 Major Findings and Analysis

### 4.1 General comments on findings and analysis

This section addresses findings from the documents reviewed, structured questionnaires and quantitative aspects of the survey, which were mostly accessed from the Project Management and Steering Committee, implementing partners, Project Coordination Committee, district officials, sub-county officials, in addition to other key informants in the districts and Kampala level. This is by no means a representation of the entire range of survey respondents, the bulk of which were interviewed in groups and their views are captured in the subsequent sections.

World Vision was contracted to implement components which are under UNDP's portfolio under objectives 1, 2 and 4. WFP contracted ACTED to implement the community access roads component under objective 1, whereas International Lifeline Fund to implement environmental sustainability and conservation and SG 2000 to implement the construction of 6 market collection points and post-harvest management both within objective 2; and WHO implemented Health, HIV/AIDS and Nutrition activities through local government structures and systems which is specific to objective 3 of the project. Achievement towards these objectives are summarized in table one below.

### 4.2 Project objectives and outputs achievement

*Table one: Activities and Output Analysis*

| OBJECTIVES  | OUTPUTS  | PLANNED ACTIVITIES  | PRESENT STATUS  | PERCENTAGE | COMMENTS          |
|---|--|---|---|------------|-------------------|
| (1) To facilitate resettlement & recovery among the target population through enhancing the physical & Organizational assets in 16 sub-counties that are areas of return by the end of the project period. (UNDP/WFP) | 1.1 Physical asset (community roads) that connects target population to basic services is opened & serviceable. (WFP contracted ACTED to implement the project). | 1.1-1 Construction of 100 kms. of access roads (food-for work) initially planned but later it was reduced to 57 KMs because of delays in procurement and inflation effect | At Minakullu sub-county-Corner Ajoga-Abululyec Acimi road, only 10.2kms constructed in Oyam District. <i>No any construction was done in any other district or sub-county</i> | 17.9%      | Far below average |
|   | 1.2 Land at selected degazetted IDP camps and areas of return restored & sustainably managed.  | 1.2-1 Re-establish 4 central nurseries to provide tree seedlings to schools and communities.  | Four nurseries have been planted at Ogur, Iceme, Oyam and Ngetta.   | 100%       | Achieved          |
|   |  | 1.2-2 Awareness-raising for 4,000 persons (50% female) on environmental sustainability.   | By August 2011 3055 people from 16 sub-counties had been trained on environmental   | 76.4%      | Above average     |

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|  |   |   |   |      |              |
|--|---|---|---|------|--------------|
|  |   | <i>There was no clear signs that 50% of the population sensitized were women (WFP/District Local Government/ILF)</i>  | conservation out of the 4000 persons.<br><i>The number might be higher because radio was used which gives bigger coverage</i>                                   |      |              |
|  |   | 1.3-1 Train and facilitate 16 Sub-county & 2 District Technical Planning Committees of Lira and Oyam Districts on participatory development management (UNDP/WV)  | A total of 160 sub-county TPCs and PDCs trained in PDM in 16 sub-counties   | 100% | Achieved     |
|  |   | 1.3-2 Training of 60 persons from public accountability organs (DPAC, CSOs, media campaign) on good governance (UNDP/WV)  | <i>Not implemented by the time of evaluation but being planned</i>  | 0%   | Not achieved |
|  | 1.3 Capacity of 2 District Local Governments to implement participatory development management strengthened | 1.3-3 Train Local Councilors from 16 sub-counties on human rights and their judicial mandates<br><br><i>Only two districts trained by World Vision instead of 4 districts as planned before.</i><br>(UNDP/WV) | Trained 42 district Councilors of Lira and Otuke with their Chairpersons & council Clerks on Human Rights & their Judicial mandate using Justice Centers Uganda | 50%  | Average      |
|  |   | 1.3-4 Train clan leaders and 16 sub-county land Committees on managing land as a development resource.<br>(UNDP/WV)   | <i>Not implemented by the time of this evaluation but being planned</i>   | 0%   | Not achieved |
|  |   | 1.3-5 Support activities (trainings, dialogues, meetings, Etc.) on the development of traditional, cultural, and Religious justice system in 16 sub-counties.<br>(UNDP/WV)                                    | A cross border meeting was held in Otuke-Olilim sub-county and Abim, Otuke conflict & other internal conflict resolutions                                       | 50%  | Achieved     |

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|   |  |   |   |             |                           |
|---|--|---|---|-------------|---------------------------|
| <p><b>Objective 2:</b><br/>To improve the production capacity and income of 10,000 households (60,000 individuals) through agricultural and nonagricultural activities and access to markets, credit and Savings in two years. (UNDP)</p> | <p>2.1 Agricultural production and productivity of 6,000 households increased through provision of agricultural inputs and training</p>                              | <p>2.1-1 Training of 6,000 households on improved farming technologies (production and productivity) (UNDP/WV)</p>              | <p>5781 house- holds trained to improve farming &amp; productivity.</p>   | <p>96%</p>  | <p>Almost Achieved</p>    |
|   |  | <p>2.1-2 Training of 6,000 households on agricultural business and marketing technologies (UNDP/WV)</p>                         | <p><i>Not done by the time of this MTE</i></p>  | <p>0%</p>   | <p>No achieved</p>        |
|   |  | <p>2.1-3 Provision of technical backstopping/extension services on agricultural production (UNDP/WV)</p>                        | <p>Engaged District political, technical leadership in joint monitoring, continuous on-farm support by training 300 farmer groups</p>                     | <p>50%</p>  | <p>Averagely Achieved</p> |
|   | <p>2.2 Economic opportunities of 2,000 households diversified through provision of non-agriculture skill training and access to savings and financial Resources.</p> | <p>2.1-4 Provision of agricultural inputs and farm implements (Hoes, seeds, ox ploughs, etc.) to 6,000 households (UNDP/WV)</p> | <p>6000 households received 6000 Pangas, 3468 hoes,300 farmer groups also received 300 ox-ploughs and 150 oxen distributed in 4 sub-counties of Otuke</p> | <p>100%</p> | <p>Achieved</p>           |
|   |  | <p>2.2-1 Establishment of 60 Village Savings and Loans Associations (VSLAs) benefiting 2,000 households (UNDP/WV)</p>           | <p>60 VSLAs have been formed and trained. (Comprise 1800 households).</p>   | <p>90%</p>  | <p>Almost Achieved</p>    |
|   |  | <p>2.2-2 Provision of training and sensitization on sustainable VSLAs (UNDP/WV)</p>   | <p>84 VSLA leaders from 28 groups were trained on sustainable VSLAs</p>   | <p>46%</p>  | <p>Below average</p>      |
|   |  | <p>2.2-3 Conduct of business/marketing/skills training to 60 VSLAs comprising 2,000 households (UNDP/WV)</p>                    | <p><i>Not done by the time of this evaluation</i></p>   | <p>0%</p>   | <p>Not Achieved</p>       |

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|  |   |  |  |              |                      |
|--|---|--|--|--------------|----------------------|
|  | <p>2.3<br/>Annual per capita increase in marketable surplus of staple foods (maize, beans) sold through farmer association members (disaggregated by gender and commodity type)</p> | <p>2.3-1 Construction of at least 16 main market collection point (stores)<br/><i>Output has been reduced to 8 stores in the adjusted work plan</i><br/><br/>(WFP/SG.2000and ACTED)</p>        | <p>Out of 8 stores, 2 have been built in Oyam by ACTED.</p>  | <p>37.5%</p> | <p>Below Average</p> |
|  | <p>WFP/SG.2000</p>  | <p>2.3-2 Installation of cleaning, drying and bagging equipment in at least 16 market collection points<br/><i>It has been reduced to 8 stores in the adjusted work plan</i></p>               | <p>2 out of 8 equipments installed in Oyam by ACTED.</p>   | <p>25%</p>   | <p>Below Average</p> |
|  | <p>2.4<br/>Alternative sources of income of 2,000 farmer households increased through community based Integrated fish farming.</p>  | <p>2.4-1<br/>Re-stocking of 90 fish ponds – (catfish and tilapia fingerlings)<br/>(WFP)</p>  | <p>A fish pond was constructed in Lira Sub-county within Lira District but no fishing activity was found to be taking place.<br/><i>(Fish hatchery was constructed by WFP)</i></p> | <p>0%</p>    | <p>Not Achieved</p>  |
|  |   | <p>2.4-2 Training of 2,000 fish farmers in modern &amp; sustainable fish farming techniques, &amp; capacity building of district fisheries departments<br/>(WFP/District Local Government)</p> | <p><i>Not implemented by the time of this evaluation</i></p>   | <p>0%</p>    | <p>Not Achieved</p>  |

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|   |   |   |  |             |                      |
|---|---|---|--|-------------|----------------------|
| <p><b>Objective 3:</b><br/>To improve the health, nutritional, and HIV/AIDS status of at least 30% of the 228,190 persons in 16 sub-counties and uphold their right to health through improved access to quality health, nutrition and HIV/AIDS services Within two years.<br/><b>(WHO)</b></p> | <p>3.1 Access to basic medical services is assured in the project area by ensuring availability of essential drugs at health facility and community levels and providing outreach services to areas without Health facilities. This activity will directly benefit 68,457 people of which 32,951 are males, 35,506 are females and 13,143 are children under 5 years.</p> | <p>3.1-1<br/>Provision of technical support to district health teams to quantify, order for and transport basic drugs and medical supplies to the rehabilitated health facilities (WHO/Local Government )</p> | <p>Technical support has been given to the 4 districts and mass drugs. It's an ongoing activity.</p>             | <p>80%</p>  | <p>Above average</p> |
|   |   | <p>3.1-2 Provide bi-monthly technical support supervision to ensure availability of essential medical services according to HSSP II minimum health care package (WHO/Local Government)</p>                    | <p>Bimonthly technical support was given for support supervision. Still on going</p>                             | <p>80%</p>  | <p>Above Average</p> |
|   |   | <p>3.1-3 Conduct of outreaches to hard-to-reach areas and return areas with no functional health facilities (WHO/Local Government)</p>  | <p>Outreaches were conducted and hard to reach areas were given functional health facilities. Still ongoing.</p> | <p>70%</p>  | <p>Above average</p> |
|   |   | <p>3.1-4 Conduct refresher training for 240 VHTs and CMDs &amp; provide them with a all necessary incentives (WHO/Local Government)</p>   | <p>WHO officials provided a training course to the 240 VHTs</p>  | <p>100%</p> | <p>Achieved</p>      |
|   |   | <p>3.1-5 Scale up HIV/AIDS testing, counseling and treatment and TB community-based DOTS in return</p>  | <p>Testing was carried out, in the 16 sub-counties where pregnant women were tested. Still ongoing</p>           | <p>80%</p>  | <p>Above average</p> |

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|  | areas (WHO/Local Government)   |  |  |     |                    |
|--|--|--|--|-----|--------------------|
|  | 3.2 Early detection and prompt response to epidemic outbreaks is assured through strengthening of the HMIS and surveillance system and stockpiling of Drugs and medical supplies. This activity will directly benefit 68,457 people of which 32,951 are males, 35,506 are females and 13,143 are Children under 5 years. | 3.2-1 Strengthen HMIS and disease surveillance in all four districts through on job training of surveillance focal Persons, provision of HMIS/IDSR tools and support supervision to health units especially none -reporting or late reporting once. (WHO/Local Government) | Being implemented  | 70% | Above average      |
|  |  | 3.2-2 Procure and stockpile emergency drugs and medical supplies for likely epidemics, conduct necessary EPR trainings, produce and disseminate IEC materials (WHO/Local Government)   | Being implemented  | 60% | Above average      |
|  | 3.3 Access to essential life saving preventive Interventions assured in project area. This activity will directly benefit 68,457 people of which 32,951 are males, 35,506 are females and 13,143 are children under 5 years.   | 3.3-1 Conduct pulse immunization and child days in two districts<br><br><i>Only implemented in one district of Lira instead of two as planned</i> (WHO/Local Government)   | WHO contributed towards the Child Day celebration that took place in Lira and active immunization was implemented. | 50% | Averagely Achieved |
|  |  | 3.3-2 Establish preventive services for neglected diseases such as sleeping sickness and lymphatic filariasis (WHO/Local Government)   | Community sensitization was done and clinical services are being implemented to prevent diseases                   | 50% | Averagely Achieved |



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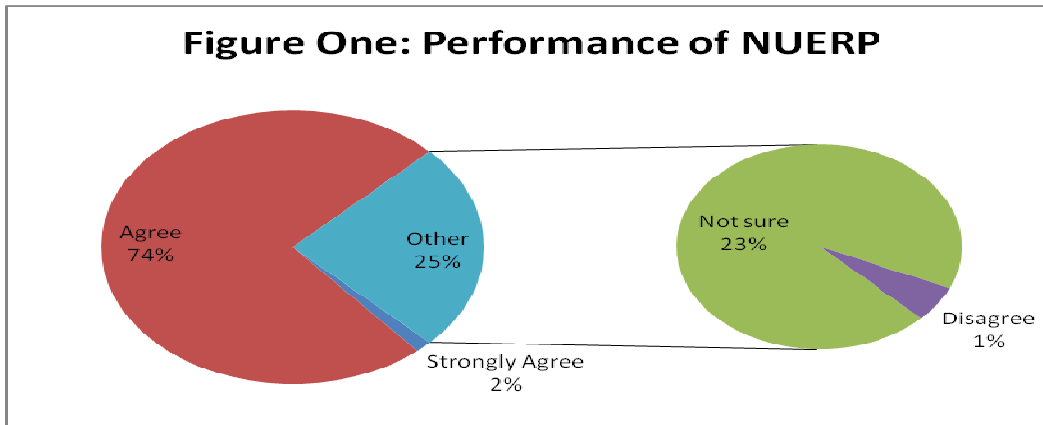
|  |  |   |  |   |                                     |
|--|--|---|--|---|-------------------------------------|
|  | 3.4 Humanitarian response, return and early recovery activities are well coordinated and duplication prevented through coordination meetings and mapping of interventions to identify gaps (who, Where and what). This activity will directly benefit 68,457 people of which 32,951 are males, 35,506 are females and 13,143 are children under 5 years. | 3.4-1<br>Cluster co-ordination and capacity building activities<br><br>WHO/Local Government)  | <i>Cluster coordination meetings were not recorded anywhere. However, capacity initiatives have been implemented such as training and supply of drugs as well as transportation of drugs</i> | 50%   | Averagely achieved                  |
|  |  | 3.4-2<br>Conduct situation analysis and health assessments to identify gaps in return areas and map availability of health interventions (who is where and doing what)<br>WHO/Local Government) | It has been implemented in Oyam and report produced. Other districts of Lira, Otuke and Alebtong have not been done yet. (Service Availability Mapping )                                     | 30%   | Below average                       |
|  |  | 3.4-3<br>Conduct support supervision to the return areas and camps<br>WHO/Local Government)   | Supported supervision is being implemented in all the 16 sub-counties and 4 districts  | 50%   | Averagely Achieved                  |
|  |  | 3.4-4<br>Recruitment of NPO to support the districts with coordination of health response, monitoring and evaluation (WHO)  | <i>National Project Officer was recruited</i>  | 100%  | Achieved                            |
|  |  | 3.4-5 Programme monitoring and evaluation   | Noted to be taking place but very weak   | 20%   | Below average                       |
|  |  | <b>Objective 4:</b><br>To allow 16 sub counties where people have returned to engage in peace building and conflict prevention processes involving women, youth, religious, and                 | 4.1<br>Local communities are made aware of mediation and dialogue in the resolution of conflicts, reconciliation, and moral recovery   | 4.1-1<br>Organize and train 2 District Peace Teams. (UNDP/WV) | 2 district peace teams were trained |
| 4.1-2<br>Conduct an awareness campaign utilizing the | Awareness peace messages were aired on Radio Wa  |   |  | 100%  | Achieved                            |

|  |  |   |  |      |                    |  |
|--|--|---|--|------|--------------------|--|
| cultural/local leaders within the project Period. (UNDP) |  | Tri-media in 2 districts. (UNDP/WV)   | Lira.  |      |                    |  |
|  | 4.2 Mediation services, dialogues, and reconciliation activities involving the youth, women, cultural, religious, and local leaders in 16 sub-counties and 2 districts are strengthened. | 4.2-1 Conduct of civil-military dialogue meetings in 2 Districts. (UNDP/WV)   | Dialogue meetings Were held in 8 sub counties and one district<br><i>Ongoing</i>   | 50%  | Averagely Achieved |  |
|  |  | 4.2-2 Conduct community reconciliation and dialogue meetings with the youth, women, and cultural, Religious and local leaders in 16 sub-counties. (UNDP/WV) | A peace football match was held to conduct community reconciliation and dialogue, peace debates, drama activities in Oyam, Lira and Alebtong<br><i>Ongoing</i> | 50%  | Achieved           |  |
|  |  | 4.2-3 Conduct at least 2 inter-ethnic group meetings. <i>Only one meeting was conducted in Abim</i> (UNDP/WV)   | One cross boarder meeting was held to help reduce boarder conflict between Abim and Otuke  | 50%  | Averagely achieved |  |
|  | 4.3 At least 480 women and youth from 16 peace rings are engaged in participatory reconciliation And peace-building initiatives.   | 4.3-1 Organization of 16 women and youth peace rings. (UNDP/WV)   | An organization was formed for 16 women and youth peace rings  | 100% | Achieved           |  |
|  |  | 4.3-2 Training of 16 women and youth peace rings for awareness creation. (UNDP/WV)  | A training was provided for 16 women and youth about peace   | 100% | Achieved           |  |
|  |  | 4.3-3 Engagement of 16 women and youth peace rings in the conduct of reconciliation and peace-building dialogues. (UNDP/WV)                                 | Peace rings are equipped with kits to record and document the peace activities   | 100% | Achieved           |  |
|  |  |   |  |      |                    |  |
|  |  |   |  |      |                    |  |

#### 4.2.1 Outcome Indicators

Generally, feedback on indicator of outcomes created by NUERP, varied according to location, project component and beneficiaries. The overall score by respondents stands at 74% across the 4 components or Objectives. (Refer to Figure One below). Majority were in agreement that the general performance of NUERP according to the outcome indicators was above average.

**Figure 1: Impact and performance of NUERP**

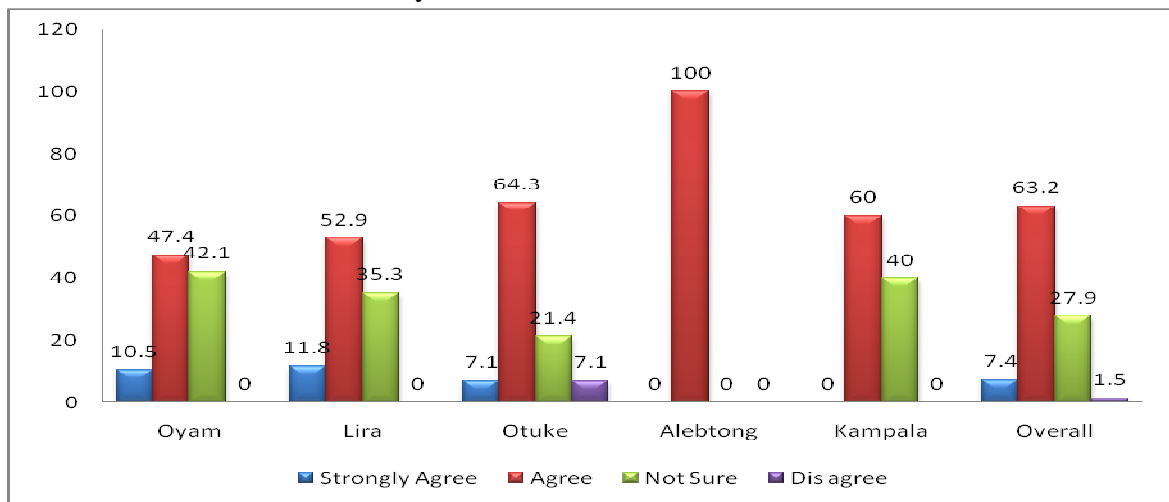


The next issue that was interrogated concerned participants’ perceptions of the project’s impacts, orientations and sustainability:

**4.3 Sustainability**

The evaluation also intended to establish views on the sustainability of the NUERP. Again the views are derived from varied stakeholders and presented separately while putting into consideration cross-cutting ones. The Score for Impacts stands at **70.0%** after adding agreeing of 63.2% and strongly agree at 7.4% (Refer to Figure two below).

**Figure two: Views on Sustainability of NUERP**



WFP source of sustainability for NUERP lies in the fact that the project uses or works through already established structures, especially the local government authorities. The technologies given out were adapted to local conditions and will go a long way in changing lives because immediate needs like farmers being linked to financial institutions, building produce stores enabling them to bulk and sell at higher prices, are being addressed in addition to long-term needs like construction of roads linking

farmers to better markets. Furthermore, the WFP's approaches ensured that the local authorities participated in all activity implementation to strengthen coordination. That is why there was skills transfer to communities to enable them to carry on whatever was being implemented. Besides own interventions, WFP has also connected farmers to NAADS for additional support in terms of skills transfer, linking farmers to credit institutions, linking bulk farmer groups to the Uganda Commodity Exchange (UCE) warehouse receipt system and ensuring there is conflict resolution and human rights, environment protection and improved household incomes (and livelihoods) to sustain peace beyond just agricultural production. The outputs of the project are linked to the outputs of District Development Plans (DDP) and consequently PRDP and the National Development Plan.

However the challenge is that implementation was somewhat slow owing to delays in disbursement of fund to IPs and inadequate funds to get all coordination mechanisms and required inputs provided in time and on scale. Across the board it was noted that delayed release of funds from Kampala level was affecting delivery by UN Agencies and the implementing partners. This in turn affects time bound activities.

### **ACTED**

ACTED's roles on impact and sustainability of NUERP is by addressing infrastructural development in terms of improved access to the markets and health centers. By providing such support, ACTED ensures sustainability by trainings of beneficiaries in maintenance of the projects (capacity building) and assisting them in formation of management committees to oversee the project beyond the presence of the donor.

### **SG 2000**

As for SG 2000's, sustainability of NUERP lies in their roles in increasing household income through collective marketing of agricultural produce for farmer groups. The NUERP Purchase for Progress (P4P) scheme is highly localized and sustainable. Under P4P in Lira District, marketing associations have been set up for and by the targeted population to pilot the programme of bulk producing, stocking and marketing which assist farmers cut off middle men and earn higher incomes from their produce than when they sell individually as was the case before NUERP. These nascent cooperatives are easy to sustain in the areas of the project because the principles are simple, bottom up, egalitarian and replicable.

International Life Line Fund perceived their contribution to NUERP as being in providing greater environmental awareness about forest and wetland conservation, reforestation activities, and introducing improved energy saving stove or cooking technologies. In turn, these gradually assist in reduced firewood use and reduced deforestation. By distributing alternative technologies ILF prides itself as having increased the time for women, children and the rest to engage in gainful economic or productive activities (For example , reduced time is allocated for collecting firewood by close to 50%). The energy saving stove technology is something that will benefit the community long into the future and also contribute to improved health from significant decrease in air pollution, especially for women

and children. For the wider good, the reduced need for firewood collection saves trees and improves tree cover in the long term, improves the environment and ensures dividends for food security and improved wild food sources.

The local communities have been trained in stove construction and a local factory is being established in Barr sub-county, Lira district to enable the community to provide fuel efficient stove bricks and local capacity training for other energy-saving technologies. The project promotes building capacity of local government officials as well as supporting the environmental education component of local primary schools. Other benefits will be felt in areas of food security, infrastructural development and increased household income and resource ownership by women. In addition, the project promotes information sharing between communities and other organizations and enhances coordination with government offices on environment conservation and eco-friendly development.

### **UNDP AND WORLD VISION**

The impact of UNDP's input through its IP the World Vision lies in providing livelihood improvement support. Farmers are organized into groups which access farm technologies to scale up production through improved seeds, oxen, ploughs, hoes and skills to improve farming techniques. This capacity building of farmers is a living experience. In addition, farmers are also supported to access better produce markets and learn post-harvest handling techniques to ensure crops fetch higher prices. In addition farmers are connected to other sources of support like NAADS.

In terms of improving incomes, women, youth and men are trained to become part of Village Savings and Loans Associations (VSLAs) which lend their members micro credit to support arming by meeting their additional basic needs. The VSLAs have started saving to sustain their incomes and they have become avenues for encouraging and training farmers to purchase improved inputs, oxen and enable them to open larger areas of land for farming.

Finally women, men and youth are trained in mediation skills and assisted to form peace committees called Peace Rings. These are important in settling disputes and conflicts after years of insurgency which curtailed productivity and led to poverty and destitution. A peaceful community is more productive than a community in conflict and more of that ensures improved wellbeing and prosperity for all. Above all, their approaches are appreciated by the communities for modeling interventions through local farmer, credit and peace building groups which ensures that capacity building is embedded locally and in ways that can be replicated within and beyond the present communities to scale.

Some of the areas considered to realize some impacts among the communities include:

*Capacity building of farmers; Improvement of agricultural market access; Increasing capacity of small holder farmers and traders to access markets; Improvements in post harvest handling techniques; Better access to markets; Increase in household incomes; Better access to social service points through opened roads; Increases in income through bulk marketing at marketing centers; Involvement of district technical departments; Capacity building of local communities;*

*Linkages of farmers and traders to NAADS; Linkages of farmers with agro inputs dealers; Linkages of farmers with credit institutions and savings cooperatives.*

### 4.3.1 Impact orientation

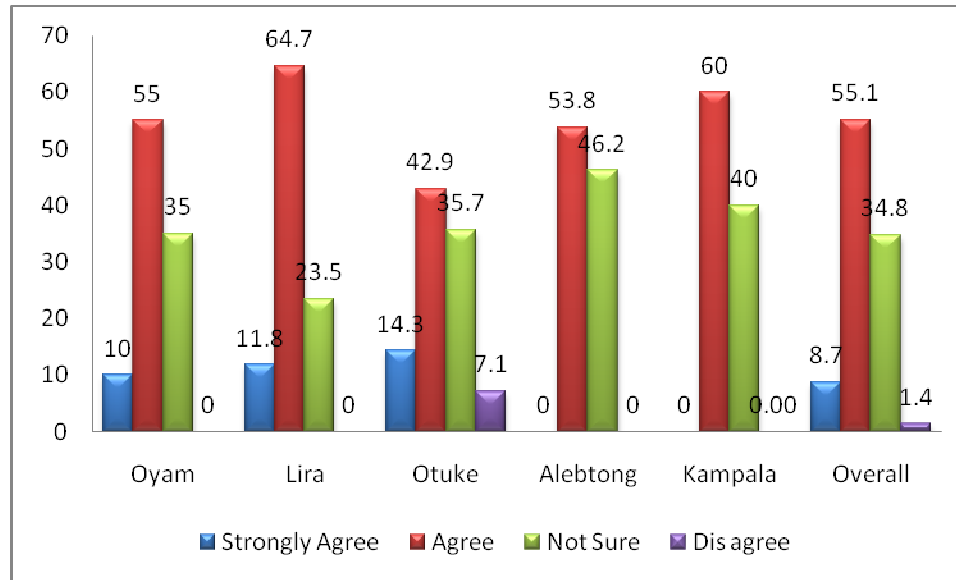
In summary various factors that were mentioned as contributing to the impact and sustainability of NUERP implementation, include:

- i) Infrastructure development in terms of renovation and equipment of health centers, schools, staff houses and community feeder roads;
- ii) Developing structures for peace-building and conflict resolution which also improved awareness on human rights and reduction of domestic violence created;
- iii) Improved support for diseases surveillance, treatment and HIV/AIDS awareness has been created;
- iv) Farmer groups formed and provided with farm inputs and technologies like seeds, oxen , hoes and pangas would boost agriculture;
- v) VSLA formed to stimulate access to credit for alternative income generating activities;
- vi) And environment protection addressed through introducing low energy consuming stoves, providing farmers with tree seedlings and teaching them to conserve the environment by planting trees and relying less on firewood and cutting trees in future.

Overall, sustainability arises from the fact that communities have attained skills in managing and maintaining these resources and will be able to safeguard them in future as well as train new committees to take charge in future.

### 4.4 Management and Coordination mechanism

The majority of respondents noted that there was good coordination of the project (scoring a total of **63.8%** after adding 55.1 % who agreed and the 8.7% who strongly agreed). However this positive rating was mainly attributed to the PMSC or the national level where there is sufficient resource for coordination unlike at the local levels where there were no sufficient resources to organize the PCC in the districts. The latter situation at the lower tier weakens downwards to grassroots structures. Part of this limitation is because of the creation of two new districts out of Lira , hence the need for more PCCs arose as an unexpected outcome which had not been planned for. Originally there was one PCC for both Lira and Oyam districts. But these have now been scaled up to four PCCs as a consensus by the four district leadership, hence the need to adjust coordination strategies.

**Figure three: Management and Coordination Mechanisms for NUERP**

Another challenge is that the PMSC steered active involvement of the PCC a little late, specifically by the first half of 2011, though their guidance is considered to be very invaluable. Besides the different committee members are busy and difficult to effectively constitute for meetings. In addition the PCC noted that at National level, coordination had been poor and ineffective as evidenced by the few meetings held since launch of project in April 2010 and the limited joint monitoring of the projects at district levels prior to the enhanced efforts made in 2011. The situation seems to be changing for the better following the recruitment by UNDP of a full time Programme Manager to carry out coordination and management of NUERP.

On coordination ACTED staff had a positive view. They felt that coordination exists and is being provided by the PMSC and PCC without which nothing would have been seen on the ground and people would not have known about NUERP. The project has managed to accomplish the task with their management and technical expertise.

The SG 2000 staff shared the optimism on effective coordination in NUERP management which they, however, rated at 50%. Among the limitations they raised is the fact meetings are far apart and in the last PCC meeting most stakeholders from the district did not have knowledge about their roles as a committee. This was evident from the misguided questions they kept asking. To them this challenge can be addressed by having regular PCC meetings.

On their part, staff at ILF said that they had a challenge commenting on coordination. ILF is merely an implementing partner in Lira developing and distributing fuel efficient stoves, so to them their activities are easily coordinated beyond working with WFPs bigger concerns with reforestation activities. For example, ILF are aware of the PCC, and consider them a useful organ but had little knowledge of the roles of the PMSC. In addition staff at ILF had requested a clear monitoring and evaluation framework from WFP Kampala in vain, so they said they use their own M&E framework,

which further complicates their ability to fit into the bigger coordination within NUERP. Nonetheless, the staff of ILF recognized that the PCC faces challenges in following up on their project implementation and yet it is a core functions for PCC to monitor through field visits organized to ascertain the status of ILF's roles in NUERP implementation.

On their part World Vision also saw coordination of NUERP positively but noted the weaknesses of inadequate facilitation provided to the PCC. District leaders especially expect facilitation whenever they are to attend a meeting; so even to attend the PCC meeting, they expect allowances which are not available and in many cases the meetings flop. Where meetings are held, following up on recommendations has on many occasions not been effected. At project level, World Vision has an internal monitoring and evaluation framework but is yet to see a general framework for effectively coordinating the NUERP. It is their concern that such a tool may not be in place. Nonetheless, World Vision reports its roles under NUERP using the agreed quarterly and bi-annual Reports to UNDP. According to World Vision staff, on the whole coordination is poor because there is no overarching framework in place; there are inefficient resources to facilitate coordination meetings of PCC and hence poor follow ups on projects.

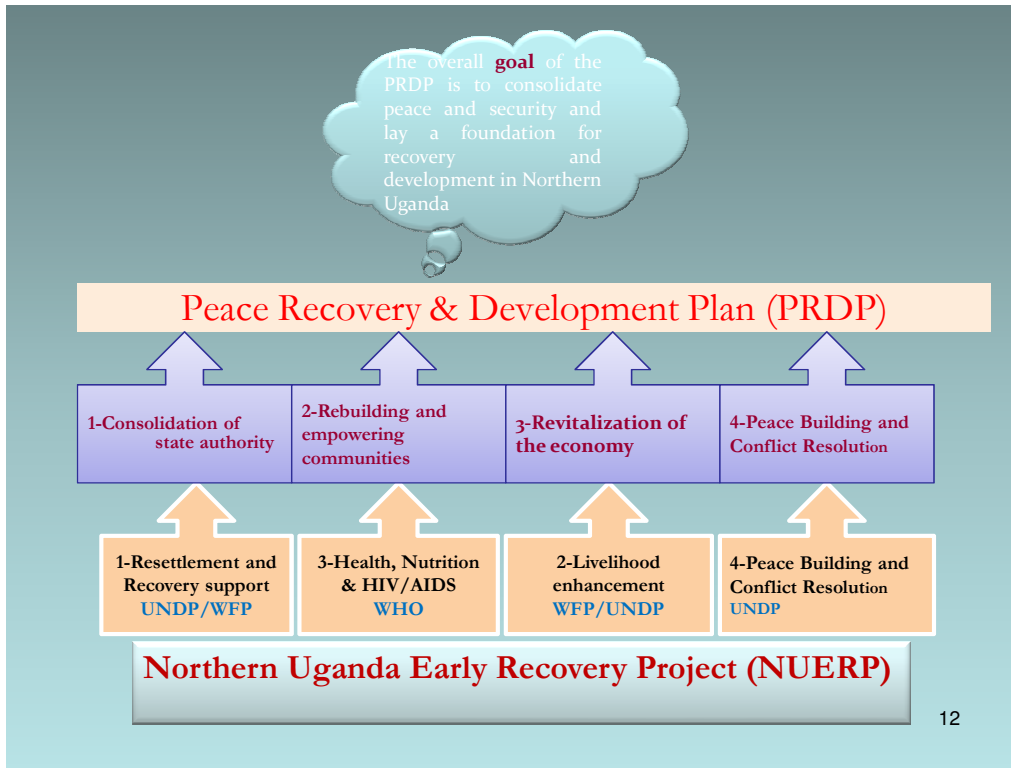
The above findings reveal that most implementing stakeholders seem to conclude that NUERP management has limited prioritization of coordination and networking activities. They concluded that in future there is need for prioritizing the PMSC and PCC activities and provide adequate resources to ensure they implement their mandates.

The sub-county level stakeholders were of the view that NUERP has some degree of coordination but it is weak in connection with linking to the lower local governments and the districts. The biggest challenge on effectiveness is hampered by late release of funds. The project cannot effectively monitor inputs which are not enough to effectively enable implementation of projects. In future the funds should be released early and the supply of inputs should be enough and proper coordinated so that effectiveness is realized.

The District Local Government's view was that coordination with NUERP was not very effective. The PCC is weak and not actively functional. The challenges arise from lack of project monitoring funding and there are no regular meetings to discuss progress of the project. However, they shared the view that there is value in having a strong working PCC because to some extent, when managers (PMSC) come for technical advice, coordination meeting at district level would provide an effective feedback. They felt PMSC has not provided adequate financial support and programmatic support for coordination. Instead the district has been providing limited funding for the coordination activities. The Monitoring and Evaluation has not taken place and there is no such tool provided to the districts to use independently. District leaders recommended holding regular meetings and sharing Reports as the best way forward. The figure below shows that ideal institutional linkages of coordinating NUERP

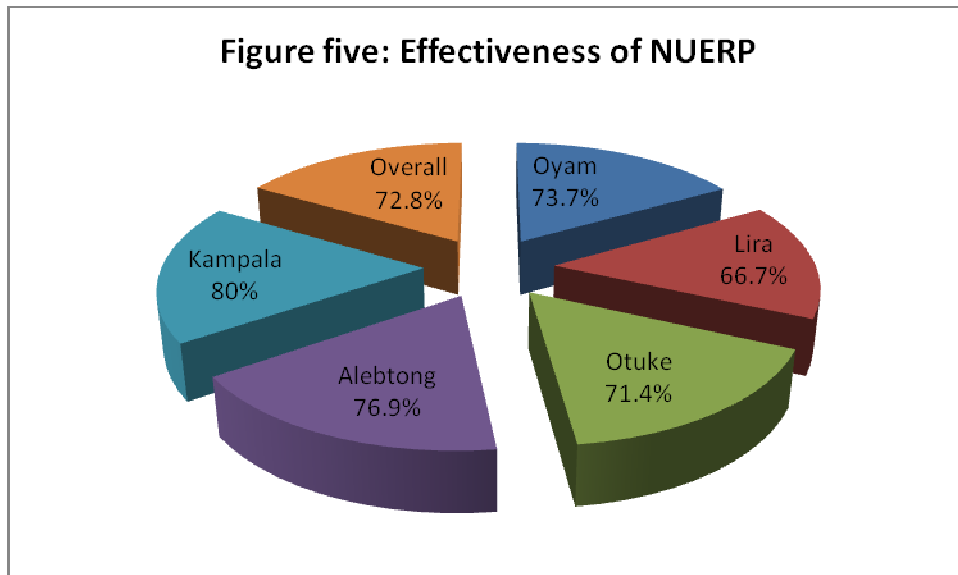


**Figure four: Showing institutional linkages of NUERP**



#### 4.5. Effectiveness and progress of NUERP

**Figure five: Effectiveness of NUERP**



The project was reported effective in all the districts as reported by over 70% except Lira district in which the project effectiveness was low (66.7%). Project effectiveness was reported highly in Kampala (80%)

The WFP response was that effectiveness is very high because the community and local authorities were very positive about the project and suggest that its immediate objectives were achieved. The only challenge is that the objective on improving the nutrition status of some communities did not take off due to delay in the operationalization of the fish hatchery because of the delay in releasing funds and centralized procurement delays. Most of the success comes from areas of improved production from farmers who are linked to financial credit institutions. More success was felt in increasing access to health services in hard to reach areas. High group marketing is creating a pull factor for household productivity and production, subsequently increased income levels. However most of the failure arose from delays between project design, approval and then subsequent initiation of implementation.

In ACTED NUREP was considered highly effective because their implementation was done within the planned timeframe. However they also acknowledged that the least successful areas of their work were the infrastructural projects because of delays in release of funds and inaccessibility of some project sites. Nonetheless they are of the view that overall the project has increased household incomes, improved community welfare and provided employment opportunities to communities.

Similarly ILF staff rated effectiveness highly because feedback in villages shows that people are highly receptive to environmental sensitizations, appreciated the energy saving stove and there was an evident rise in the willingness to plant trees. Broadly speaking, environmental protection and livelihood gains were said to be improving as a result of the project and in part because of the cooperation from the local government. Specifically the ILF also noted other NUREP interventions as addressing food security and farmers' access to information (produce markets for the farmers). Unfortunately they too regretted the fact that fish farming failed to take off. In addition they noted geographical challenges such as bad weather and the population increases as undermining effective implementation by causing unplanned shortages. Nevertheless, households have some food security compared to the time of the project initiation in that there are increased income levels and better hygiene practices.

UNDP/WV also rated NUREP highly on effectiveness because of its engagement of local government's authorities during planning. In their view the project has met immediate objectives, for example sub-county agriculture extension workers engaged in training farmers, and DCDOs have been training the Peace Rings. So far the project has achieved success on several grounds; the formation of 300 farmer groups, soliciting the cooperation from LCs, formation and training of 16 peace rings in the 16 sub-counties; Distribution of first season agro inputs; Formation of 4 district peace teams; Formation and training of 60 VSLA groups; and generally partnership with local government has improved effectiveness.

Sub County staff stated that project effectiveness was a moderate success in that communities had benefitted from: being resettled after returning from the IDP camps, addressing HIV/AIDS, training in human rights and peace building and enhanced livelihoods opportunities like improved farming inputs and techniques. These were changing people's lives. However, they also noted that progress is being hampered by the limited funds, climate change, little knowledge and farm inputs given to farmers (mainly in terms of one-off short interventions), and crop pests and animal diseases. In sum, these factors are limiting project effectiveness.

On their part, the district officials also rated the project moderate, mostly because in their districts some of the planned activities had not been fully implemented. For that matter others felt that it was too early to measure effectiveness accurately at the time of this evaluation. Nonetheless most of them commended NUERP for creating community sensitization for progress in farming and savings and loan schemes, on combating HIV and AIDS prevention and general health care among patients. In addition, they appreciated interventions leading to total peace and conflict resolution processes.

In summary, all districts combined mentioned the following as the most successful interventions made by NUERP:

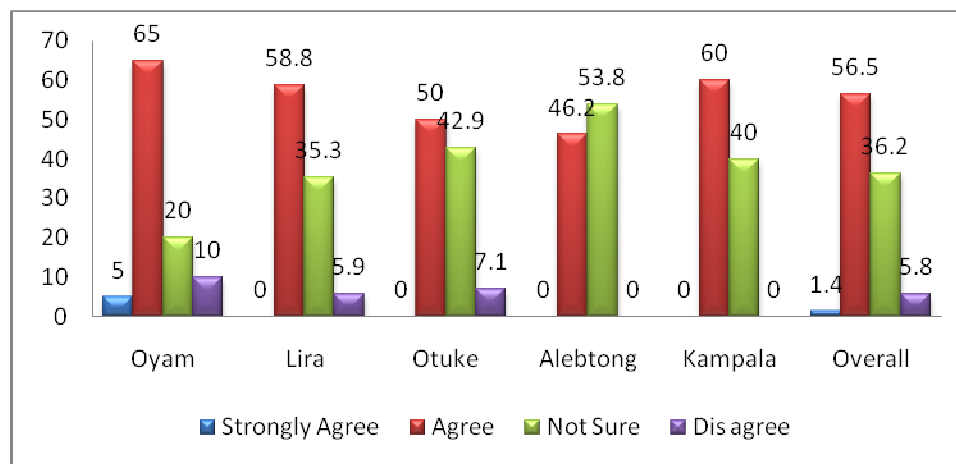
- i) Successful capacity building of VHTs for surveillance and community improvement of health and improved HMS weekly surveillance;
- ii) Introducing good and strict monitoring schedules in health which has reduced the spread of disease outbreak due to early reporting and response thereby making resettlement not disturbed by epidemics;
- iii) Increased access to health, nutrition and HIV/AIDS services through VHTs, improved quality of care; Sensitizing of surveillance assisted response to malnutrition;
- iv) Road construction and maintenance e.g. some culvert installations has been done to enhance people's and produce mobility;
- v) Financing monitoring and by the district responsible officers;
- vi) Peace recovery and human right issues were rated as the most successful interventions while HIV/AIDS and environmental protection were considered least successful;
- vii) Community cultivation of food crops for sale and consumption had provided food security;
- viii) The implementing agencies have been time bound and worked tirelessly to accomplish their projected time frame;
- ix) There has been a high level of community participation in most interventions for example in agriculture and resulted in increased levels of knowledge and skills in agricultural productivity;
- x) Health and nutrition have greatly changed following improvements in health facilities, hygiene and proper use of latrines; and
- xi) Under peace building most people in the community now know their rights.

#### 4.6 Efficiency of Northern Uganda Early Recovery Project (NUERP)

The survey also sought to establish how resources were used for implementing the project and whether there was efficiency in ensuring there was value for money in all expenditures.

According to Figure Six below, it is clear that many respondents indicated some degree of dissatisfaction scoring only **57.9 %** after adding 56.5% agreeing and 1.4% strongly agreeing. This low percentage had reasons ranging from non-participation of the district authorities in budgeting, non utilization of NUERP funds, delays in release of funds from Kampala, and increases in market prices of goods and services.

**Figure Six: Efficiency of resource use for NUERP**



Overwhelmingly, the responses were in agreement that resources were used efficiently in terms of timeliness and focused use of resources to ensure the projects were on track. The biggest setback was that funding delayed and sometimes arrived outside the frameworks thus hampering progress and schedules in some projects. In some cases no activity frame work was provided for projects. Specific comments on the matter were as follows:

WFP respondents categorically stated that there was no efficiency in resource use. There was poor timing of funding. The community dynamism changed when they got back home and the need for Income Generating Activities came up and yet delays meant adjustments were not possible to react to changed priorities. In addition, the tools and other equipment were acquired late due to complexities in the procurement modalities at country office level.

On their part officials from ACTED considered resources were used efficiently because they were able to complete most of their projects as scheduled. Local communities were able to get employed on construction sites and others were able to sell local products to improve their incomes in project areas. All the planned activities were put in right places and are still physically visible with sign-boards marked NUERP. The challenges arose because of late disbursement of funds impacting on quality of

infrastructures like roads and marketing centers. More so, as a result very few kilometers of roads have been opened. In addition, the stringent WFP procurement processes and procedures compromised access to inputs to the extent that even the little resources needed became difficult to access in time and barely enough to achieve set objectives and outcomes. In thinly spreading the available limited resources, quality of services is most often than not compromised.

The ILF staff also considered NUERP as being efficient in resource allocation because from what resources were budgeted for the joint partnership, programme activities are within budget, but funds were often slow to be advanced. Another challenge is that high expectations from the beneficiaries caused overwhelming challenges of resource allocation.

On their part, UNDP also felt that there was efficiency in use of resources, save for the issue of timeliness in allocation of resources to partners. Owing to funding delays many activities were not delivered in time due to the inherent short project duration, fund disbursement delays and erratic weather. There were huge demands from communities than what the initial projections provided. An extension of the project contract particularly for the UNDP component was therefore desired so that pending activities are completed. However, aside from delays and funding shortfalls, the economic austerity fuelled by heightened global commodity prices and soaring inflation affected resource efficiency.

According to most of the local government respondents there was inefficiency in resource use because of delays in giving policy guidance to local governments about the project cycle and the proper M&E framework to follow. However on implementation some damage control was done through effective sensitization to the communities. Many respondents in the sub counties and parishes could not even comment on resource matters because they had no idea about them; they had no idea of monitoring resource utilization and had not been informed about them. Only few in the local governments thought that resource utilization was on track, as there were delays in the delivery of inputs (resources) to farmers. Hence the argument that, whereas the immediate project objectives could have been met effectively, on the other hand the outcomes were not realized very well.

Local officials raised some specific mistakes that to them explain challenges in efficiency with NUERP resources. One of those cited was the poor district and lower level participation in design and being drawn into implementation and yet there was lack of transparency especially on the budget for the projects. Communities did not fully participate in deciding on the priorities. Accountabilities for the health sector were often delayed and ultimately delaying release of funds. Owing to inflation, budgets no longer tallied with current costs so the officials argued that the projects need to be extended in order to attain the planned targets. In other cases implementing partners criticized districts on corruption tendencies, and doubted the authenticity of accountability of activities that were implemented only by districts. For example, one respondent from WHO observed that some of the activities implemented by districts most especially Lira, lacked accountabilities, implying no activity could have been carried out at all. Nevertheless, district and sub-county staff reiterated that since they were not involved in monitoring and since implementers did not share their budget with the local

governments and communities, it was difficult for them to assess results against effective or efficient use of resources.

These concerns led us to focus some attention on the synergies and complimentarity aspects of the NUERP. That is to say, it is critical to assess how the project was designed to gainfully utilize the capacities of the different stakeholders in ensuring that the project would actually benefit all successfully, while enabling efficient and effective resource utilization.

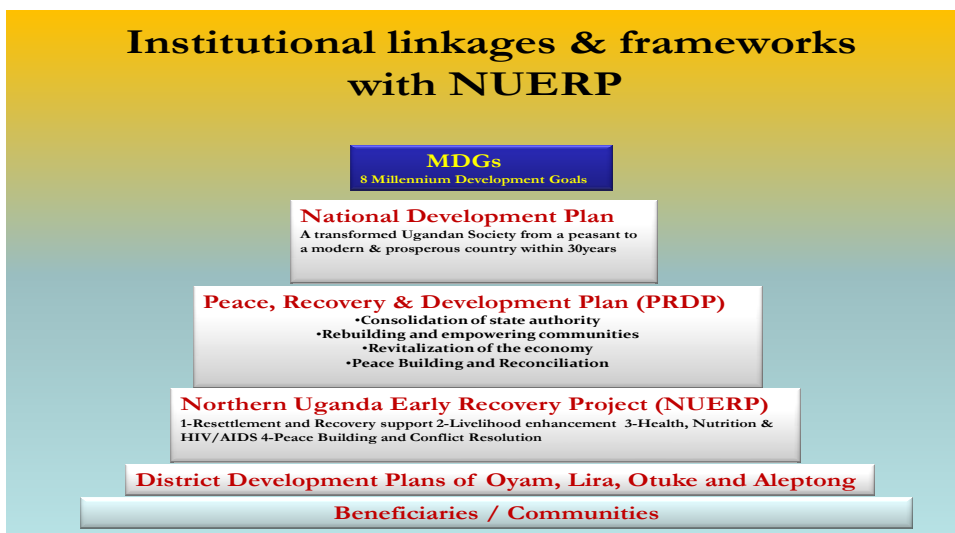
#### 4.7 Synergies and Complimentarity

The finding is that the project has not achieved much in terms of synergies and complimentarity with other stakeholders. As noted earlier, the NUERP framework has poor linkages with other existing frameworks such as PRDP, NUSAF II, ALREP and the District Development Plans.

In itself, there is limited synergy between components; most of the activities were not aligned and inter-connected to each other. For example, the peace rings were not in any way related to the tree planting activities nor are the village health teams involved in the Village Savings and Loan Associations. This disconnect implies that rather than being synchronized, the project components are detached and could actually contradict each other and jeopardize the bigger interests of NUERP – peaceful co-existence for holistic development.

Figure seven below shows that ideally the project had intentions of articulating with global (MDGs), national – NDP, PRDP, NAADS, etc, local processes and lower level frameworks and work in sync with a bottom – up participatory mode of design and implementation. Hence the practices on the ground could be reviewed for correction by making re-alignments in the implementing structures and agencies.

*Figure Seven: Institutional Linkages and Frameworks*



#### 4.8 Significant changes in the operating environment

This study noted some remarkable changes that have had implications on project implementation: These are summarized below;

**Table two: Significant changes**

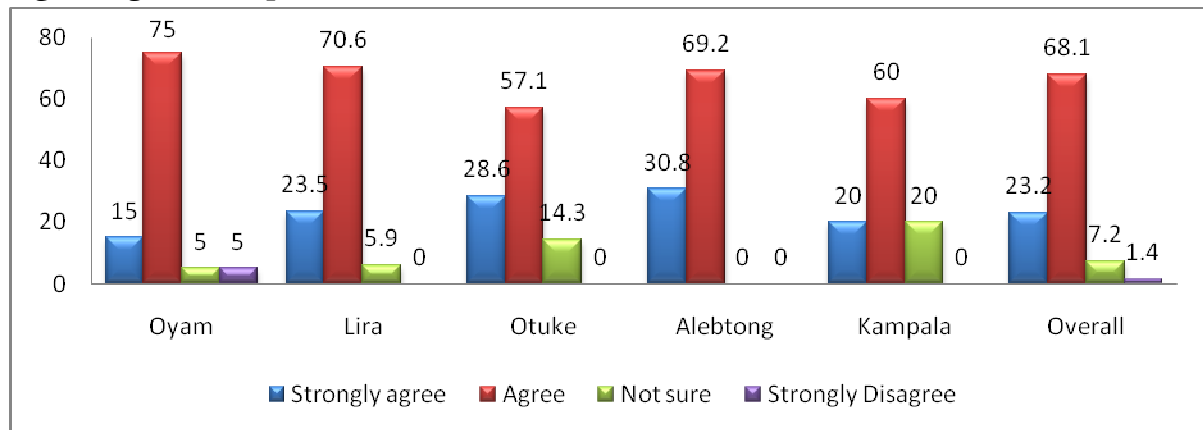
| No | BEFORE 2008   | PRESENT   |
|----|---|---|
| 1  | Initially there were only two districts Oyam and Lira   | Creation of new districts(2), sub-counties and parishes   |
| 2  | Inflation level was low and prices of commodities were fair   | Economic austerity  |
| 3  | There was stability in terms of climatic variability and disaster occurrences. For example drought and flooding were less prominent | Weather vagaries  |
| 4  | There was total chaos and humanitarian crises where by the people in the project area was depending on only relief aid.             | Development phase as opposed to re-settlement and Recovery                                      |
| 5  | There were IDP camp structures and commandants  | Formal administrative structures are functional.  |
| 6  | There was a high demand for education and clean water since the people were leaving camps and going to their indigenous homes.      | Changing priorities of the communities, especially in favour of education, water and sanitation |

#### 4.9 Relevance of Northern Uganda Early Recovery Project.

The aspect of relevance relates to whether the project was well designed to meet its expectations and objectives.

This regards whether NUERP met the desired needs of the beneficiaries as well as the intended goals. In this section, we present views of the project implementers and the beneficiaries on the perceived relevance of NUERP. These implementers are the Local Government, WFP, WHO, UNDP/World Vision ACTED, ILF and SG 2000 who constitute the Project Management Committee (PMC) and the partners broadly known as the Project Coordination Committees (PCC) at the district levels.

The PCC and other local stakeholders were in agreement with the relevance and strategic value of NUERP accounted for **91.3%** after adding 68.1% agreeing and 23.2% strongly agreeing, and numerous reasons were given for this depending on stakeholder interests as summarized hereunder. This information is summarized in Figure Eight below.

**Figure eight: Perception of stakeholder on the relevance of NUERP**

The views of various stakeholders in local governments were: the PCC at district and sub-county levels rated over 70% and perceived the project to be relevant in that it is addressing a felt or demand-driven need of communities in Northern Uganda. Examples are as follows:

- (i) Those in the medical department viewed the relevance in addressing urgent facilitation of medical staff by improving health units and providing them with facilities, staffing and enhancing quality of diseases surveillance and blood screening to control HIV/AIDS which needed urgent support. They especially appreciated WHO for delivering support through involvement of local health officials and leaders in planning and implementation. Most of the health workers appreciated that WHO had provided resources for training VHTs on disease surveillance, VHTs are supported to make weekly surveillance Reports, the project provides for integrated PMTCT, SAM and dissemination as well as on job training of health workers. The project has assisted in building the capacity of CMD/VHTs for selecting common illness, especially for Family Planning and PMTCT and has supported health programme implementation in key areas and in hard to reach areas. In addition, new health centers have been built in addition to medical staff house for effective delivery of services by PRDP supplementing NUERP interventions.

On governance side, the Peace Rings were commended for successfully being a model for conflict prevention and peace building after war. Most of all, the groups operate with limited financial costs and use local community members in delivering services which enables them to obtain capacity support in arbitration skills among others. However the challenge is that some of the planned activities have not been implemented due to late release of funds and lack of transport facilitation to locations of new and following up old disputes.

- (ii) From the production, livelihoods and food security departments there was appreciation of relevance in that NUERP has delivered seeds, oxen and farming implements like ploughs and hoes to farmers. This has improved food security and welfare of returnees. Across sites it was



acknowledged that NUERP has contributed to food security by provision of improved seeds and has supported the livelihood of the people by enhancing food production. The challenge is that not all parts of the district were covered due to inadequacy of funds or because they were not included in the most affected parts of the region. Most of the PCC respondents noted that implementation of NUERP is still low due to the dependency syndrome which has become a negative attitude in the communities. For example only a few roads have been built, and some stakeholders felt ignorant about the criteria for the selection of roads for rehabilitation. They also felt that they had not been involved in planning, designing and implementing programs. Some of them said they were not aware of NUERP but understood what some implementing partners provided them. Farmers still do not have proper access to seeds and the oxen and ploughs are fewer than needed to meet farmer's expectations in a farming season. By the time the 2 oxen and plough rotate among 30 households it is sometimes off-season or too late for the last ones to gainfully benefit. According to farmers, the inputs ranging from the oxen, seeds and tools aside from being delivered late and in small quantities they were sometimes of poor quality and did not fulfill the desired ends.

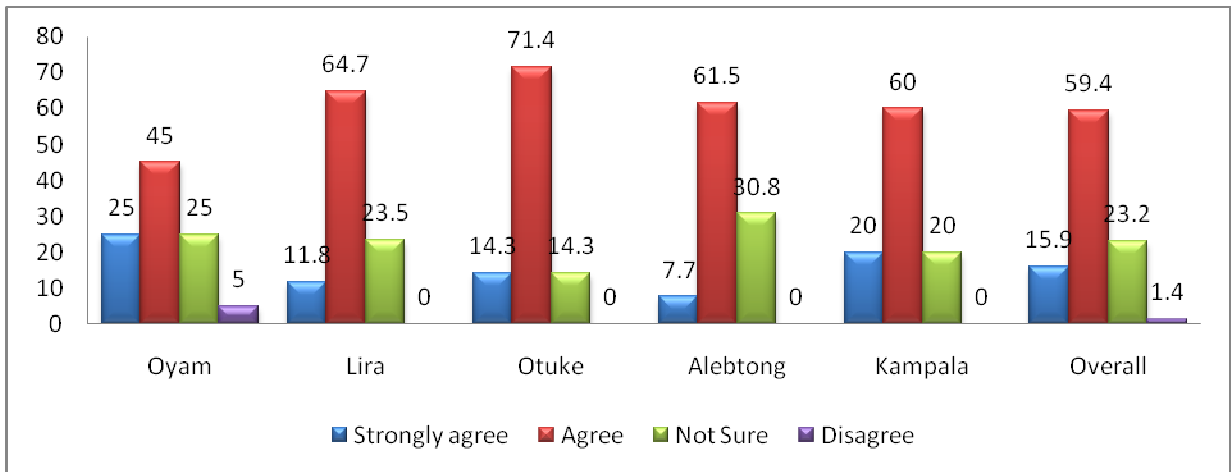
Overall, NUERP was providing modernization of agriculture through farm technologies and opening community roads constructed to ease access of farmers to markets. Through the VSLA some farmers are also developing Savings and Credit Cooperatives (SACCOs) with bulk produce, sell and fetch better incomes for farming communities. The project covers real issues for development and building farmers' capacity towards improving their livelihoods.

- (iii) Although the Education sector was not included as one of this project's strategies, respondents felt that this was one of the biggest omissions in this project as many PCC members are of the view that education infrastructure and services also suffered a lot during insurgency... Thus support to rehabilitating schools and building them where they are lacking was a common demand during interviews. On existing projects there was needed to improve the efficiency and effectiveness in delivery of services in terms of quantity, quality and timely delivery of inputs.

#### **4.9.1 Attainment and validity of objectives**

The issues of attainment and validity relates to whether the project added value to the existing recovery and development initiatives in Northern Uganda. From the below analysis, the PCC and other local stakeholders views scored 59.4% in agreement and 15.8% in strongly agreeing giving a total consensus of 75.2 % in suggesting that the NUERP project attained validity. See Figure Nine below.

**Figure Nine: Attainment and Validity of project design of NUERP**



On validity, WFP rated NUERP as moderate because communities are adopting the use of available materials to sustainably use the environment. Some people took tree planting as a priority and so the environment destroyed shall be regenerated through woodlot establishment in the former IDP camps chosen. In addition, efforts to support mass bulking, movement of farm produce to markets, access to agricultural information (on best prices) are being met. The feeling was that in future, more sustainable measures need to be put in place to ensure that the communities have more nursery structures and access to seedlings as and when they need them, which call for better quality, quantity and timing of services.

ACTED’s perspective was that the validity was high because more people were enrolled in different schools where access road was constructed. However, they felt that with limited environmental protection, gender focus on improving enrolment and a high level of HIV/AIDS there is still a big challenge. Return and resettlement is marred by many challenges; high expectations and limited access to land by women and youth, high Sexual Gender-Based Violence (SGBV) and cases of and poor agricultural infrastructure. These need more time and resources, hence continuity of NUERP was deemed as very crucial.

On interventions of the SG 2000, validity was seen to be high because they are addressing gender equality under P4P which has brought more women on board and they work effectively through the District authorities to take charge of the implementation of activities.

The ILF interventions were deemed of high validity of their project because they have a clear community and local government participation, have community receptiveness to environmental and reforestation sensitizations and they have distributed their stoves with great success and very well appreciated with large community turn out and participation. In addition, they have a partnership with WFP to address environmental protection and livelihood issues and encouraged large participation by women at all levels. However, a key challenge is that outputs and project objectives are a bit high in

comparison to the reality on the ground. WFP staffs are over-stretched to meet all objectives and resources seem short of expected outputs. On its part the ILF's coverage is still too low to create a good impact on the environment because they are only covering one pilot sub-county at the moment. While ILF activities were said to be meeting the desired outcomes of environmental protection, still only a few villages are targeted.

Most of the Sub-County staff rated NUERP to have low productivity because in their view, few people are taking part in the project, and above all, the project is not paying school fees for their children. In addition, they felt only few people are agreeing to planting trees. Many people are still poor; they are unable to pay for their children's school fees. However, on the positive side, more people are going for blood tests to know their HIV/AIDS status, only few people are conflicting and less people have rights denied. Agriculturally, the seeds supplied are meeting the demand of peasant farmers. Even some domestic inputs like animal tractions, are meeting the demand of our community. But sometimes climatic changes affect all these and yields fail.

On the part of the Lira District Local Government on effectiveness of NUERP, they felt most projects are behind schedule. Performance is fair but there is need to sensitize the communities and involve all technical staff in all fields to guide the community on what projects to select. Moderately it has contributed to the improvement of livelihoods. However there is concern that they have not seen any strategic plans for the environment and HIV/AIDS. In addition implementation is uneven because some of the implementing partners have just started the implementation and all the results have not yet been achieved, yet the project end date is near. Cross-cutting issues have not been adequately addressed by the project due to lack of effectiveness in as far as resource allocation is concerned. On the positive side it is commendable that:

- i) Despite the short time of the project design, implementation and funding mechanism it had helped in addressing stated immediate needs.
- ii) Gender analysis and consideration made it possible to reposition staff and other resources to address gender related issues within HIV/AIDS.
- iii) The project was not working in isolation but did its part alongside local stakeholders. For example in implementation of health interventions it involved VHTs and peripheral health workers were well supervised and monitored so as to avoid loopholes in service delivery.
- iv) The project has established credit schemes in groups within the communities.
- v) The inputs given were put to use and the level of conflict in communities appear to have reduced. For example the project has covered issue of tree planting, peace building and livelihood improvement.

## 4.9.2 Community perceptions of NUERP

**Objective 1: To facilitate resettlement and recovery among the target population through enhancing the physical and organizational assets in 16 sub-counties that are areas of return. (UNDP&WFP);**

### 4.9.2.1 Community Tree Nurseries by WFP

World Food Programme intervenes in improving the environment by providing strategic tree nurseries in some of the Sub Counties like Iceme from which farmers are encouraged to access free tree seedlings to grow on their land. Farmers trained by WFP are now able to grow trees and intercrop them with food crops. The objective is to carry out re-forestation in the heavily degraded ecology after years of war which caused lots of tree cutting to scorch off enemies and profiteering from trade in charcoal. Currently WFP has tree nurseries in the sub counties of Iceme, Ngai, Otwal, and Minakulu.

According to communities, the challenge with WFP trees is that they have mostly benefitted farmers with large land holdings most of which can be laid aside for tree planting as opposed to crop farming. In the majority poor farmers have not found much use for the concept of tree planting because of:

Few and wide apart nurseries which are not accessible by all farmers even though they would have wished to take on tree planting trees as a remedy to de-forestation;

From the supply dimension the quality of trees in the nursery are local varieties of eucalyptus, pine and their handling in the nursery beds was poor; no spraying was done to kill pests, the seedlings were crammed into the polythene bags as opposed to having only one in a pack;

In turn this caused most seedlings to wither and dry up. Overall, the cost benefit analysis of the nurseries would suggest that there was limited value for money and could be operating at tremendous loss and limited impact on community needs;

The demand for the seedling is very high and some of the seedlings are stolen;

Procurement is slow from Kampala owing to UN/WFP bureaucracy;

Transportation of seedlings to the country is difficult without transport means;

Participation by the community in making choices of tree species is very limited, e.g. mostly citrus and pines are being demanded raising the question of how such decisions came about and whether there was adequate awareness creation of other types of trees.

### 4.9.2.2 Perception of the beneficiaries on the progress of resettlement and return

Most of the communities have settled down after the cessation of conflict and the return of peace in Northern Uganda. In Alati village, Atek parish in Minakulu Sub County, the returnees came from Adit camp, Acimi camp and Ajaga camp in the former Apac district.

Most people arrived here individually and in family units and they mostly returned to settle on their family land holdings after the completion of building a home and availability of food. However land disputes are rife because some families lost land to grabbers some of them fraudulent family members who came ahead of them.

Widows and orphans are the categories most denied sustainable access to land in the community. Since return, they have been organized under traditional clans systems, religious leaders and politically formal local council system. In most cases a new Local Council (LC) was formed by returnees.

In all cases, the elected leaders included men and women modeled along the LC system. More women than men were found in the community because it was noted that more men than women had lost lives during the conflict. Similarly, there are more youth, children in the area than adults. Of concern was the fact that there was a worrying big population of unaccompanied youth and children. These were said to constitute the most destitute who also suffer the heaviest disease burden than the rest of the population.

**Objective 2: To improve the production capacity and income of 10,000 households (60,000 individuals) through agricultural and non-agricultural activities and access to credit and savings in two (2) years. (UNDP&WFP);**

UNDP/World Vision are most mentioned for having provided the bulk of support in terms of training Village Savings and Loan Associations, which are encouraging savings and providing members with some credit. They also provide oxen, ploughs and seeds to farmer groups and have also trained community peace committees – called Peace Rings - and local leaders like the LCs in leadership and peace building skills

In Awele Village, Awio Parish in Iceme Sub County people had also settled piecemeal in family units on their previous land. They obtained support from ACTED in terms of wheel barrows, trays for cleaning maize, erection of maize shelters and maize cribs, bicycles, and tarpaulin for shielding grain and humans from rain. Most of the returnees were from Aloni camp in former Apac District. Here too, women are the majority of the returnees and the youth form the majority in the population of the area and among the youth the males were the majority. Conditions are poor but the community survives through extended family bonds and other social safety nets through which orphans, widows and the poor are collectively supported. Unlike in the camp where life was individualized, social cohesion is returning and people felt families had reunited and children are better looked after, with more discipline and productivity has increased.

Generally the benefits included improved access to land, more crops and improved food security. There is in addition to access roads for exchange of resources, new boreholes have been drilled in the community by the Red Cross and some by the district local government. People are happy with increased immunization, access to education through UPE and that NAADS has also provided them

with goats, seeds to farmers and oxen and ploughs. The most vulnerable people are the elders, followed by child headed households and widows and widowers.

The challenges include some families having inadequate land. There are conflicts over land arising from grabbing by the early returnees and within families by powerful relatives who disposes orphans and widows of land. The LCI leaders are the ones demarcating but no formal registration exist say for example nobody has registered at S/C or has a written title.

For example, in Iceme the main livelihood source is agriculture. The cash crops are simsim, soya bean, cotton, maize, G/nuts, beans, sunflowers. The main food crops are beans, cassava, potatoes, groundnuts and millets. They also keep livestock like cows, goats, sheep, pigs, chicken, turkey, ducks and guinea fowl. The common livelihood challenges are hail Stones and harsh weather that destroy crops, pests like cassava mosaic in crops and lumpy skin disease in cattle, chicken diseases that cause them to lose weight (could be the New castle disease). In order to improve agriculture they advocated support in form of ox-plough and oxen to improve productivity, access to agriculture credit, access to improved seeds and hand hoes. Aside from farming, people also indulge in weaving mats which is done by both men and women, molding pots mostly by women, petty trade and brewing. Security in the area is relatively calm apart from petty thefts of bird and food from the gardens. The leadership combines traditional clan networks, LCs, local militia and the Uganda Police. FAPAD an NGO facilitated for training of local leaders in peace and development.

In Aloni the population is predominantly women, youth and the elderly. It was reported that there are many unaccompanied children and mainly they are boys and sizeable number of girls. Most of the disadvantaged are orphans. Most have no opportunity for education and they also lack adequate food. The population has lots of child parents who have taken the responsibility of heading households. Most cannot afford medical bills and yet there is no direct support focusing on health needs of children. Most women and above all widows are landless because they have no “voice” to land access and ownership. Since resettling there is more access to food, land to farm, other benefits includes peace prevails, more access to food from gardens, improved access to schools, land unlike before in the camps, children’s discipline has improved, have more access to health facilities and health workers, businesses are coming up, the disease burden has gone down example, less cholera, malaria than before are reported. According to respondents, the available roads have improved in quality and were built by ACTED and DANIDA. The levels of personal hygiene and health have greatly improved example, no jiggers and there is general cleanliness. The most vulnerable are widows, elderly women, orphans, illiterate youth, people living HIV/AIDS and also the disabled persons. But of these, the most vulnerable are widows, orphans and the elderly.

In Ayamo Parish in Barr Sub County of Lira District, one of the main providers of support to returnees in form of energy saving stoves is the International Lifeline Fund (ILF). In addition to energy saving the aim is also to reduce chances of people especially children getting burnt and above all saving the environment from adverse charcoal burning. Most of the people came from Barr camp,

women are the majority. There are challenges of land disputes arising from changed demarcations, others observed that some men had scrupulously sold the land cheaply but after words, they are being taken to task by their wives and clans mates to reclaim the land and while women traditional had no rights to land most said decisions over the use and disposal of land was reached involving them and their husbands. One of the benefits of the stoves is that it has also reduced the distances women cover in search of firewood.

In Onywako village in Barr Sub County World Vision provides support to farmer groups, formed VSLAs and peace rings. Most of the people came from Barr camp. There are women than men. Most of them said they willingly returned after the suffering in the camps and the stoppage of distribution of relief food. They returned in piecemeal manner back to traditional land in the village. Land disputes remain a major challenge because some land was grabbed and land boundaries caused conflict. On average households own an average of 3 acres. Women felt part of the planning processes. For support, other than World Vision, other organizations delivering services to returnees include FIDA – seeds and goats, UWESO – seeds, oxen and ploughs, VEDCO – seeds, oxen and ploughs, capacity building, NAADS – seeds, WFP – humanitarian assistance during camp and World Vision provides oxen, hoes and seeds to farmer groups, has introduced VSLAs and peace rings.

In Abolet village, Alebere Parish in Barr Sub County, Lira District groups are trained into purchasing for progress groups which buy produce for bulking. They form marketing cooperatives. Some of those under World Vision support are women only groups like the Pe-ipar which translates as “don’t worry” women’s group. Some of the crops bulked are owned and grown by the group and these include; maize, rice, simsim, and soya beans. The group is also involved in farming, saving groups, bulk selling and enhances incomes to farmer members by avoiding middlemen and maximizing profits. The group visited has a membership of 35 women and 9 men. Land is jointly held under family unit accessed by men, women and children. Land conflicts exist in the area.

In Apoka Parish, Ogur Sub County in Lira District the returnees have also settled under family units on ancestral land. Most returned from Aler and Ogur camps. All are now settled. People came individually and organized under the formal LC and cultural systems apply in the area. The gender ratio was more women than men and the youth are more than the elderly; male youth are more than female youth. They also have many unaccompanied children who lost parents in camps. Over 100 came without parents and are being taken care of by relatives; the mature ones survive on casual labour. Child headed households exist as well. Others live the girls married to get safety nets. Since resettling they found development groups which are being supported by UNDP and World Vision with oxen, ploughs and seeds. FIDA – with seeds and goats, NAADS also provided seeds and goats to groups and bee keeping projects in addition to citrus trees. Most challenges arise from being given expired seeds and sometimes given out of season. Most of these seeds did not germinate. Farmers lack pesticides, they are given poor breeds of animals and the weather remains adverse and affects yields.

### 4.9.2.3 Improving the production capacity and income of households and individuals

The communities are predominantly subsistence farmers and they have obtained support from UNDP through World Vision in form of high yielding seeds of beans, soya, maize, cassava stems among others. They also grow Tobacco, sunflower, cotton, groundnuts, cow peas, potatoes, sorghum, millet and simsim. They also keep cows, goats, sheep, chicken and some ducks, turkey and pigs. These have greatly improved food security in beneficiary communities.

Farmers obtain skills in modern farming practices and have been organized into farmer groups, which facilitate bulk produce and do collective selling of produce in order to enhance quality and sell profitably rather than relying on middle men buying from individual farmers at exploitative prices. In addition to seeds, farmer groups are provided with oxen, ploughs, machete and hoes to use for cultivating their farms.

The challenge is that two oxen were given groups of 30 to 32 farmers who share the oxen and ploughs in a rotation but found the cycle too slow and often others accessed the oxen when it was too late to fit in the planting season. This led farmers to suggest that the two oxen and plough should be allocated to 10 farmers other than the current 30 farmer households.

Challenges farmers face includes;

- 1) Low prices of produce;
- 2) Unfavorable climatic conditions such as drought, hailstorms, floods and unpredictable weather conditions;
- 3) Inadequate markets for Agricultural produce;
- 4) Need for more skills in intensive/modern farming methods;
- 5) Pests and disease control has not been mainstream within the project therefore, farmers are tussling it out without any external support. There is no capacity in terms of paying for Veterinary services in case of livestock.; Land conflicts lead to injunctions which stops affected farmers ;
- 6) Solving land disputes is expensive and disadvantages the poor, especially poor widows who cannot afford legal fees. This is where the Peace rings come in to play a crucial role in disputes resolution at no cost to affected parties.;
- 7) Irresponsible men prefer to hire out land for rent/income at the expense of their wives being able to use the land causing food insecurity;
- 8) Besides agriculture, people earn livelihoods from casual labour, petty trade but generally felt that they had limited alternative income sources and desired to have support to some credible alternative, example tailoring, for girls.



#### 4.9.2.4 Security conditions

Communities have also been assisted with peace interventions by training them to form peace rings groups working closely with the local councilors, religious leaders and traditional leaders. Peace Rings were formed at parish and sub county levels and have equal representation of women and men and youth. The role of the Peace Rings was to arbitrate conflicts and preach peaceful coexistence among people in the community. They are also equipped with T-shirts and badges for easy identification, and writing materials to compile records of their activities. As result, the areas are enjoying appreciable levels of peace. Security is better and save for petty thefts there is calm. Most of the interventions have been felt in areas of:

1. Improved farmer support in form of improved seeds, oxen and ploughs and hoes and other farm implements like panga's (machetes)
2. Village Saving and Loan Associations (VSLAs) schemes have been put in place to mobilize and disburse micro credit to farmer members
3. Formation of peace committees in the name of Peace Rings to forge peace and resolve disputes and conflicts
4. Improved infrastructure like roads which had been destroyed
5. Increased construction of water and sanitation facilities has improved access to safe water by drilling boreholes and improved wells for safe drinking water; and
6. Improved health services in terms of availability of drugs, diseases surveillance and motivation of health workers to provide better treatment to people.

The above services are provided by specific partners and communities appreciated however there was a cross-cutting desire for more support to generate impact. During the focus group discussions communities were able to discuss the importance of the support each partner gave as well as the gaps or weaknesses therein.

**Objective 3: To improve the health, nutritional, and HIV/AIDS status of at least 30% of the 228,190 persons in 16 sub-counties and uphold their right to health through improved accessed to quality health and nutritional services (WHO):**

It was not possible to establish exactly how many people have so far benefitted from WHO in total.

The baseline survey found out that while conditions of health are improving the following disease burden remain: Malaria, Epilepsy, Coughs, Flu, Swelling of the Anus, Stomach ailments, Mumps, HIV/AIDS, Hernia and Dental ailments. The most sought after treatments being:

- i) Malaria because Coatem tablets are expensive and not easy to find in most rural health facilities
- ii) HIV/AIDS because most people do not have access to ARVs and in addition another challenge is PLWHA are not accessing ARVs because they being referred back to where they got blood screening from and yet this could be extremely far away;

- iii) Drugs given in half doses/rationed;
- iv) Health workers can be rude to patients;
- v) Referrals to clinics may be because of shortages but mostly for profit;
- vi) Health workers not punctual and absentee themselves;
- vii) Lot of long queues and extended waiting at health facility; and
- viii) Low grade service providers most of these being Health Assistants and most times not being able to access doctors.

WHO has provided support to improve access to health services across the districts covered by the time of the baseline survey. HIV and AIDS are cross cutting elements. Drugs remain a challenge to satisfy many patients who complain against expired and insufficient quantities of drugs as some will have to go with half dosage. Other challenges include lacking Ambulance accessibility to reach some health services particularly the referral hospitals which are often very far off from communities. In some cases they have to fuel existing Ambulance. This was the case in Minakulu Sub County for example, COOPI and CUAM used to provide free Ambulance services but since they pulled out patients currently have to pay for fuel to use the Ambulance. COOPI/CUAM left in April 2011.

**Objective 4: To allow 16 sub-counties where people have returned to engage in peace building and conflict prevention processes involving women, youth, religious, and cultural/local leaders within the project period (UNDP).**

The project through UNDP/World Vision has contributed to improving governance. The central intervention is the formation of peace committees called Peace Rings. Together with local councils the peace rings have come up with bye-laws. The peace rings provide local mediation mechanisms for preventing and or resolving disputes. In most cases they are domestic ones but could also involve wider societal conflicts. The peace rings are gender balanced in membership and are composed of men, women and youth.

A typical peace ring is made of (30) at Sub County level and (18) at parish level. The groups are provided with training by WV in areas of mediation, gender equality and conflict resolution. Reports from their activities are shared with world vision and local leaders. The approach adopts a dialogue approach where both parties sit together, are listened to and the peace ring members arbitrate. It is done at the scene of disagreement or conflict or where parties prefer to be heard from or of their convenience. For that matter, they are popular and there are calls to have them replicated to other areas as well. The local governments are supportive of the peace rings. For example, mediation activities are always collaborated with relevant government offices, which include probation where it involves juveniles and peace rings are integral to the district peace team, sub-county peace teams and the parish peace teams. The hierarchy works very well both vertically and horizontally.

However they have some operational challenges which include the following:

- i) Wide area of coverage stresses them and yet there is currently no facilitation of transport to ease their work. The most popular request is for bicycles.

- ii) No facilitation for work during difficult conditions e.g. no gear to use in rain, at night etc, but often they work under such very difficult conditions
- iii) They have been provided a T-shirt each but this is challenging because one needs to miss the uniform when it is washed; at least two T-shirts per person would improve their use of uniform.

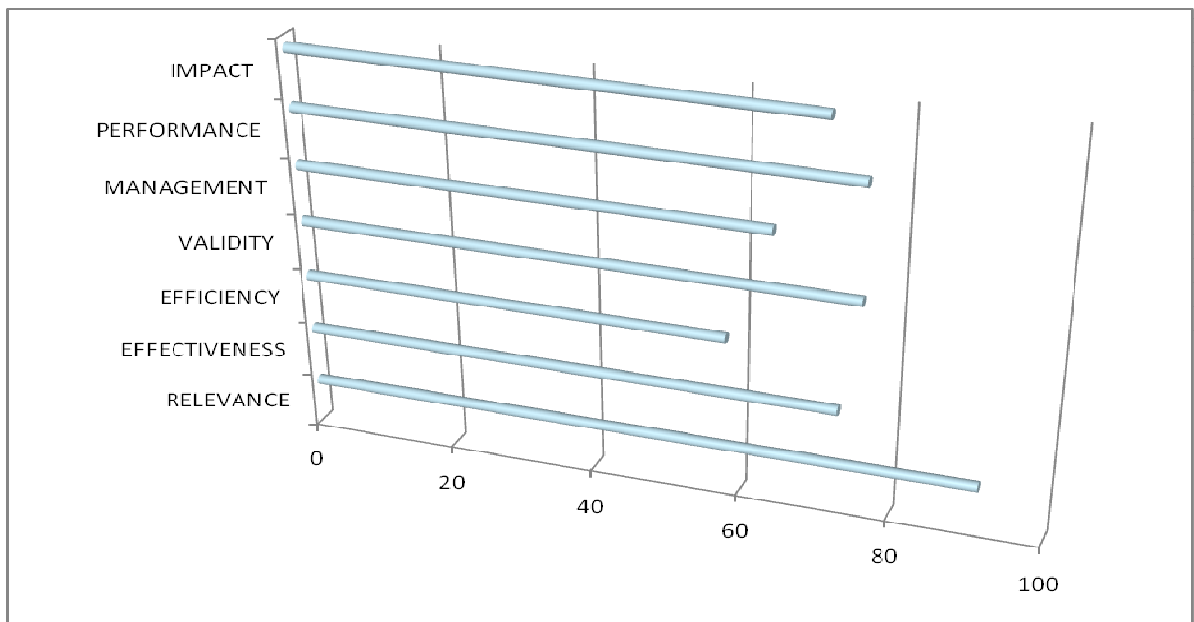
The table below provides a summary of community listing of partners providing services under NUERP in terms of what is provided and perceived ranking them by perceived value of their services.

**Table three: Community views on Deliverables, Perceived Benefits and Gaps**

| Partner                  | Deliverables   | Perception of benefit | Perceived gaps   |
|--------------------------|--|-----------------------|--|
| <i>UNDP/World Vision</i> | <i>Provides support in forming Village Saving and Loan Associations, Peace rings, Farmer groups obtain ploughs and oxen and improved seeds. Support for improved livelihoods</i>   | High                  | Quantities given are so little that impact is not felt e.g. very few oxen to beneficiaries. Seeds are often given out of season and sometimes they are very old to germinate and not of good quality.  |
| <i>WFP</i>               | <i>Re-forestation by providing quick growing tree species which also include fruit tree for nutritional value. The common seedlings distributed being: Pine, Melina, Caliandra-Good for animal fodder, Musizi and Citrus.<br/><br/>The fish hatchery to serve Lango and Teso</i> | Fair                  | The communities have not been fully involved including the district officials who are hired to train instead of supporting the project as part of the district.<br><br>Community contribution is zero as nursery attendants are paid by WFP instead of the community protecting the seedlings, hence sustainability is questionable. |
| <i>SG 2000/WFP</i>       | <i>Livelihood support to farmers in terms of improved seeds and modern farming skills</i>  | High                  | Livelihood support has benefitted groups but there is concern over limited coverage.   |
| <i>ILF/WFP</i>           | <i>Low energy consuming technologies by providing stoves to households to reduce the high cutting of trees for fuel</i>  | High                  | The stoves are useful but there is addition need to focus on encouraging tree planting.  |
| <i>ACTED</i>             | <i>Improving roads and opening new roads where necessary</i>   | Low                   | This is a very important intervention. However, had a lot of challenges and did not cover the entire project districts and hence little impact<br>Very limited visibility of all the projects. Some roads that were mentioned have not been developed  |
| <i>WHO</i>               | <i>Provides skills to health officials, funds for surveillance, screening blood and collection of samples, equipping health centers and building some staff houses where they are most needed.</i>   | High                  | The health sector has been adequately facilitated however there is a challenge in that some capacity building has not been done for the VHTs.  |

**Table four:** OVER ALL RATING OF THE MID-TERM EVALUATION

| Findings      | Percentage |
|---------------|------------|
| RELEVANCE     | 91.3       |
| EFFECTIVENESS | 72.8       |
| EFFICIENCY    | 57.9       |
| VALIDITY      | 75.3       |
| MANAGEMENT    | 63.8       |
| PERFORMANCE   | 75.3       |
| IMPACT        | 70.6       |



## 5.0 Lessons learned and Best Practices

### 5.1 Lessons learnt

This MTE generated some lessons learnt through feedback from stakeholders who have participated in the implementation of NUERP in the study areas which included:

- 1) **Establishing baselines:** It is important to establish baselines as a precursor to project designs and implementation, which was not the case with NUERP;
- 2) **Joint implementation and programming:** Joint implementation and programming improves on synergies and comparative advantage which leads to better understanding of project contextual realities;
- 3) **Regular Monitoring by all stakeholders:** It is not possible to realize impact without close monitoring of support by all stake holders most especially those at the field levels;
- 4) **The strength of the field implementers:** Effectiveness of the National level coordination unit is contingent upon the strength of the field capacity to manage and implement projects effectively and efficiently;
- 5) **Taking care of changing needs:** When implementing projects, it is important to bear in mind the fact that community needs keep changing. After the MTE, there is need to reevaluate the objectives of NUERP and match it with the current needs of the beneficiaries and the ever changing contexts. For example lack of safe water and Malaria is on top of the agenda within the communities;
- 6) **Gender sensitivity:** Women are more enthusiastic participants in development projects and should be integrated into processes and outcomes thereof;
- 7) **Coordination meetings by UN partners:** UN partners need to regularly monitor implementation against indicators of success through feedback from the targeted beneficiaries;
- 8) **Encouraging formation of groups:** Supporting community groups has better multiplier effects than support to individuals;
- 9) **PCC per district:** A decentralized form of PCC enables prompt monitoring of project outcomes at the Local Government, however, this is only possible in a situation where such structures are functional;
- 10) **Sensitization has increased demands:** Demand for extension services has increased as a result of sensitization on improved agricultural practices. For example, there is demand for use of animal traction and better post-harvest handling techniques;

- 11) **Local tools:** When delivering farm technologies it is important to note that the hand hoe is still needed and cheaper to deliver for wider use in communities as compare to animal traction which is equally important;
- 12) **Irregular disbursement of funds:** Irregular disbursement of project funds delays a lot of planned activities and creates suspicion among the beneficiaries; PMSC should in future ensure improved timely disbursements;
- 13) **Weather vagaries:** Weather challenges remain a key handicap to improved crop production. There is need to encourage farmers to produce draught and disease resistant crops. Also, make some linkages with the Department of Meteorology and that of Disaster Management to mainstream Disaster Risk Reduction (DRR) and Climate Change Adaptation (CCA) mechanisms;
- 14) **Government structures:** Project implementation through government departments is most effective and attracts technical contribution of LG staff. However, this may be viable in a situation whereby the capacity of the local Government is adequate to give technical backstopping. The PCC should be promoted to work more efficiently in this regard by conducting coordination meetings.
- 15) **Mid-term evaluation:** The MTE is very important in informing subsequent programming and decisions Peace project should involve structures with the local government;
- 16) **Community consultation:** It is important to conduct wide consultation before commencement of any project;
- 17) **Timely delivery of inputs:** Timely delivery of inputs is important to address food security issues and conflict;

## 6.0 Constraints and Challenges

### 6.1 Constraints and challenges

During the evaluation, respondents gave a long shopping list of challenges and below are some few to consider:-

### 6.2 Programming and institutional constraints

**Poor linkages and synergies:** There was poor linkage with other existing programmes such as NAADS, PRDP, and NUSAF II. And yet the main goal of this project is to support the rapid and self-sustainable recovery of at least 30% of the population in Oyam and Lira districts. It was difficult to, link for example tree-planting with the peace committee as well as VSLA and the energy saving stoves project.

**Inadequate monitoring:** The key challenges identified by the evaluation at the national level included inadequate monitoring of project, delays in funds disbursement and centralized procurement which does not tally with the local realities.

**“Districtization”:** Increase in number of districts has made it difficult to operate and coordinate, leading to budget constraints and monitoring visits. The project was designed to cover only Lira and Oyam, but afterwards Lira was split into two; more districts of Alebtong and Otuke.

**Inadequate consultation and delays during inception:** Poor planning was exhibited at the inception of the programme. There were reported delays experienced in starting the project of the ground probably due to bureaucratic procedures. According to the Country Director of UNDP, the project was conceived in 2007 and project proposal was written in 2008. The signing of the agreement between the government of Japan and UNDP took place in 2009, only funds to be released a year later in April 2010. The delays in clearance from New York, approval of funds from Kampala to beneficiary districts, cut short the two-year implementation period to one year and some months thus in way affected the effectiveness and efficiency of the program because duration of planned activities was affected.

**Lack of baseline data:** No baseline assessment was carried out before the start of the project to establish the benchmarks upon which it would be evaluated to measure anticipated outputs and to ascertain the achievements, as activities were haphazard and not reinforcing each other. There was only a semblance of Rapid Needs Assessment which was not elaborate on baseline data.

### 6.3 Constraints at District /Sub-county level

**Low capacity by local governments:** At the district and sub-county level, the glaring challenges identified during the evaluation included low capacity of local governments to implement project activities poor infrastructure development, selective implementation of project activities and malfunctioning of project implementation structures such as PMSC and PCC.

**Poor coordination:** Poor coordination within local governments was evident in the way district delivered services supported by the project. In the Health Services sector, DHOs are not very much involved in planning activities. Most activities being implemented under the health department face challenges of poor facilitation and funding. The evaluation found a number of anomalies that include but are not limited to: lack of transport since departments did not have a vehicle and fuel allocated for PHC was not enough due to escalated fuel prices; no basic facilities like Gas cylinders that are required for Refrigerators within the health centers; no toilets, accommodation, lighting, and ambulance. In addition, the new districts of Otuke and Alebtong do not have appropriate stores where they can store drugs supplied by WHO.

**Inadequate Human and other resources:** Although the awareness of the project activities improved health seeking behavior, there was few staff to handle increased numbers. The high turn up for testing of HIV/AIDS overwhelmed the capacity of the health units to offer the service to those in need. The few laboratory technicians at the lower units lacked basic uniforms and facilities like Gumboots and rain coats to enable them report for duty when it rains. Accommodation remains a problem for most of the few staff available at health units. Only one unit accommodated the female staff in Okwang Health Centre III in Okwang sub-county in Otuke district.

The space for admissions at health centre III is quite limited. The medical staff was reported demotivated often causing them to be rude to the patients and drug stock outs were noted to be a common phenomenon. Health Centers were vulnerable to insecurity because they were not fenced off to ensure security of property and personnel and at the same time control spread of diseases.

**Need for reactivating VHTs:** The outreach programme supported by the project is equally constrained. In some areas, there are no village health teams or where they existed they were not supported. The evaluation was able to establish that VHTs were lacking in Otuke district. In Lira district, most of the VHTs lacked training in disease surveillance which is one of the core functions of VHTs. The peace-rings are equally not facilitated.

**Poor accountability:** Management of the programme activities was also characterized by corruption and associated ills. The evaluation was able to establish that there was lack of transparency in selection of DHTs and VHTs with no clear criteria which affected the monitoring activities of the project because the people chosen were much more inclined to earning allowances than executing their duties. Lack of accountability for funds by district officials was noted. For example, DHO office in Lira District was noted to have failed to submit all accountability to WHO.



Poor accountability is also aggravated by poor coordination and participation between district and sub-county officials as exhibited in duplication of activities and programmes. The district local government compels the project to remit disbursement to one account (district account) which often leads to abuse of the funds allocated to project activities.

**Lack of sustainability strategy:** In the production sector, sustainability of some programme activities by local government remains a challenge. For example, it was reported in the course of the evaluation that the WFP fish pond constructed in Bung village, Anai Parish, Lira sub-county may not be implemented due to lack of resources to start it and inability of the district to maintain it in future.

**Weak structures:** Implementation of the project itself appears to have been biased within and among the districts themselves. Some structures were also not functional to support the project activities. The key informants reported that there was no training of VHTs done in Otuke and Aleptong districts to enable them deliver on the mandate of the project. Equally shocking was that PCC were not functional in Oyam and were weak and non-functional in Lira and Aleptong districts, yet it is the cornerstone to the project effectiveness. As a result there are inadequate supervisory visits.

**Delays and bureaucracy:** As earlier mentioned, the delays in implementation of the project also posed a serious challenge to timely delivery of outputs. At the time of the evaluation, there was an ongoing road construction by ACTED yet the lifespan of the project had elapsed.

#### 6.4 Implementing partners

**Poor visibility:** The most formidable challenge posed to implementing partners is that of poor visibility as most project sites are not easily identifiable or attributed to the most supporting agencies of UNDP, WFP, WHO. **Visibility** was worst for the Government of Japan prior to the joint visit by high level Government, UN, GoJ and key partners in the second half of 2011. Inter-sectoral collaboration was low. Overall, there was no financial support given to partners such as districts to support the project and ensure sustainability.

**Sustainability:** Sustainability of most project components have not been taken into consideration, as many of the project sites are being attended to by hired service providers instead of the contributing communities. Most districts officials are hired to train and give technical support at Ugandan Shs 80,000 (Approximately US \$ 30) per day. This kind of approach is bad because it creates dependency syndrome.

**Poor Management Information Systems:** The project offices had few computers that lacked internet connection for effective management of communication systems in reporting and accountability to and within districts and project head office.

**Poor Monitoring and support supervision:** Monitoring and support supervision by partners is really very poor. There is lack of purposive supervision of project activities as most officers visit projects sites only while distributing inputs.

**Functionality:** Functionality was also noted to be strong point as most of the NUERP investments are focused to serve an area of community's need. For example, in most of the health centers visited the ideal situation would be to have a complete health centre with accommodation for health staff, toilets, water points, lighting system, transport, available health workers and skilled, drugs available and medical equipments. However, this kind of functionality was non-existent.

### 6.5 Constraints at Communities level

The project is hailed for contributing to improved production in the implementation area. However, some constraints remain in areas such as:

**Inadequate market infrastructures:** Inadequate market infrastructures were recorded as a constraint since the farmers are producing with clear market access.

**Poor preservation:** Poor preservation skills especially for fresh fish mongers due to lack of basic facilities like fridges or cold boxes that could enable them deliver fish to nearby markets in time.

**Poor road access:** Poor road network in the districts where the project is being implemented and links with Lira district.

**Weak adaptation capacity:** Adaptation and adoption coupled with high cost of new production technologies also posed serious challenges to targeted beneficiary communities. Community members reported low adaptation of crop technologies due to lack of skills required in farming. In other instances, some seedlings distributed died before taking root basically because they were expensive to maintain by the ordinary farmer. In other instances seeds arrived late when they were spoilt. Under livelihood enhancement, adoption of animal traction technology was a good idea but could not effectively take root because the animals supplied by the project were too young to be trained and used immediately hence the impact of that intervention has not been felt. Matters have been made worse by the recent upsurge of extreme climatic conditions affecting rain patters and crop and livestock diseases. For example, drought/rains affect. Thus the outcome was low adaptation/resilience building among the targeted communities.

**Illiteracy level among the women:** Socially entrenched challenges were also reported at play during implementation of the project. Notable among these were the high illiteracy levels among the women who are key producers yet not easily trainable. The breakdown of social systems due to displacement by the war has rendered men resort to alcoholism and abdicating their responsibility to women. The breakdown of social order means that conflicts of roles and responsibility curtailed the households to fully benefit from project activities.

**Limited access to public information:** Lack of information and low involvement of communities members in monitoring resource utilization have led to low levels of ownership of the project. Instead, most communities hailed World Vision for a job well-done done compare to NUERP because of the constant touch the IP had with them.

- (i) Additionally, the following should be considered: Participatory planning, implementation, monitoring and evaluation of projects attract ownership and sustainability;
- (ii) Using local government structures fully to reduce duplication of structures and services such as PCC which may not exist after NUERP;
- (iii) Advocacy for influencing policy is always important to be mainstreamed within the Project implementation;
- (iv) Considering cross cutting issues such as Environmental protection, HIV/AIDS, conflict prevention, Gender, Human Rights mainstreaming is crucial; and
- (v) Exercise participatory approaches by involving local leaders and communities when initiating and implementing any project.

## 7.0 Recommendations

### 7.1 Actions/Decisions recommended

#### 7.1.1 National and implementing partners' level for programming purposes

**Extension of NUERP:** After conducting the MTE, it is clear that most beneficiaries would like the project to be extended not only in terms of period within the project areas but to other Districts to cover communities that are not being covered presently. There is need to begin thinking of designing a follow up project after NUERP.

There is need to **strengthen linkages** of NUERP with other sister projects as well as government programmes such as PRDP, NUSAFII, ALREP, NAADS etc. As it is now, no strong linkages were found in the field apart from an impression of competition among the projects implementers. For example how is Tree-planting linked to peace-building?

**Functionality** of NUERP investments may require revisiting in future in order to be more holistic while implementing the activities. For example many Health centers are not functional because they lack certain items such as equipments, lighting system, accommodation, water, Ambulance, latrines and drugs.

**Systematizing Conflict Sensitivity** is very important as many interventions are done in good faith but ends up causing conflict probably because other communities who may wish to get similar services are not being served. NUERP activities should build peace but not conflict.

**Visibility** needs to be addressed in the field. The implementation is not easily known by the communities. For example, communities know more of World Vision than UNDP, International Lifeline Fund is more known by communities than WFP, Districts are more known than WHO in providing health services. The Government of Japan, being the main donor to the Trust Fund, was not even mentioned by some of the implementing partners or communities in the fields. Subsequent joint projects should have a clear Policy on branding their input to the society.

**Project Coordination Committee (PCC)** to be formed in the new districts and made functional in the both old and new districts. The best option is to consider using local government structures such as DDMCs which are more sustainable than PCC, which is likely to vanish with the Project.

**Timely funding disbursement to improve:** PMSC should improve funding disbursements to partners in a timely manner. Probably, New York level was mentioned to consider timely disbursement in order to address timeline

**Sustainability strategy** and exit plans should be prepared since the project is drawing closer to ending.

**WFP Sustainability strategy on environment protection:** WFP should get a creative way of making tree planting project more sustainable. Hiring district officials to train farmers and Nursery attendants may not be sustainable at all. Communities must make contribution to this important project to guard against environmental degradation and climate change risks.

**WHO to deal with CAOs Office:** WHO should deal directly with CAOs office who is the Accounting Officer in the district when dealing with project transactions, including giving money to DHOs.

World Vision should improve on the timely and appropriate distribution of Agricultural inputs. For example, avoid distributing the young un-trainable bulls/oxens to farmers.

**Review of the project activities and planed outputs:** There is need to review the project goals, objectives and activities after critically studying this MTE as a “dressing mirror”. For example, contextual realities on the grounds suggest extending the services and adding on livelihoods interventions, education and water.

## 7.2 District level

**Promote drought and disease resistant crops:** Owing to climatic changes, there is need to encourage farmers to produce drought and disease resistant crops. Also, make some linkages with department of meteorology and disaster to integrate Disaster Risk Reduction (DRR) including Climate Change Adaptation (CCA) mechanisms.

**Monitoring:** Improve on capacity of implementing partners in monitoring government and strengthen linkage to lower local staff in delivering services. There is need for improved coordination, joint monitoring and timely re-imbusement of funds.

**Involvement of local government leadership:** For success, projects require not only technical support but political support as well. For that matter, top administration (CAO/LC 5) should be more involved in monitoring and implementation of NUERP. The solution is to facilitate more follow up meetings from PMSC and support PCC and district leadership in joint monitoring of the projects. Districts authorities should be involved in the project implementation processes and monitoring as well. And a budget ought to be created for it.

**Regular reviewing of NUERP by IPs:** In implementing the project should be mindful that community needs keep changing. After the MTE, there is need to reevaluate the objectives of NUERP and match it to the current needs of the beneficiaries and the ever changing contexts. For example lack of safe water and malaria is on top of agenda within the communities.

**Monitoring and Evaluation frameworks:** All the implementing partners should embark on designing a joint M/E framework for NUERP

**Building the capacity of the local contractors:** In future pre qualified contractors in the district may be a better option than bringing contractors from Kampala.

**Fish hatchery:** WFP may wish to contract a firm with expertise to deal with fish hatchery as soon as possible and involve the district of Lira to take over management.

**Procurement delays:** Procurement of some items should be decentralized to avoid delays. District prequalified contractors may be used instead of bringing contractors from Kampala as was the case of ACTED.

**Coordination to improve:** Coordination and participation by local government is paramount. Great need to consider prioritisation according to District development plans.

### 7.3 Local community

**Monitoring:** There is need to encourage joint monitoring involving the local communities and other stakeholders.

**Timely distribution of inputs:** World Vision should improve timing of distributing seeds to farmers at the right season to avoid risk of seeds failing to germinate.

**Improve accountability:** WHO should overcome the lack of accountability syndrome in Lira medical departments; for example, it may be better to concentrate in the new districts of Otuke and Alebtong unless the situation improves from the DHO's Office.

**Design with the community an exit strategy:** Communities should be engaged on exit and sustainability activities in order to manage their expectations.

### 7.4. Summary of recommendations

#### *Management.*

**Timely disbursement of funds to improve:** To ensure timely implementation of project activities, timely disbursement of resources should be improved by PMSC and the global office based in New York take lead in addressing the problem of delayed disbursements.

**Coordination by local government to improve:** Management of project in the districts should be coordinated and executed as a joint venture between local governments and implementing partners. This can be done by involving district authorities in the project implementation processes and monitoring as well and a budget ought to be created for it. The local governments can then include and priorities the project activities into district development plans to ensure ownership and sustainability of the targeted districts. Similarly, under the partnership, the district authorities would help in identifying contractors from their pool of pre-qualified contractors than the project recruiting expensive ones not well versed with local conditions in the project implementation area. Procurement

of some items should be decentralized to avoid delays. District prequalified contractors may be used instead of bringing contractors from Kampala as was the case with ACTED.

**District Administrative Officer to be answerable for the implementation:** Further, under the partnership, World Health Organization should deal directly with CAOs office, the Accounting Officer in the district. The dealings with project transactions could include disbursing funds to DHOs Office.

**PCCs to be revamped:** Project Coordination Committees should be formed in the new districts where they do not exist and be revamped in old districts so as to enhance delivery of the project activities. The best option would be fused with already existing local government institutional framework such as DDMCs which a part and parcel of local government structures and therefore more sustainable than the project imposed PCC.

**Sustainability strategy:** There is need for the project to have a clear sustainability strategy and exit plans as the project is nearing its end. To this end, a joint M/E framework for NUERP by all IPs is required and should be executed by project managers/officers from UNDP, WFP and WHO charged with day to day implementation of project activities.

**Enhancement of visibility through increased sensitization and awareness:**

This needs to be addressed in the field. The implementation is not easily known by the communities. For example, communities know more of World Vision than UNDP, International Lifeline Fund is more known by communities than WFP, Districts are more known than WHO in providing Health services. Government of Japan being the funding agency was not even mentioned by the implementing partners or communities in the fields.

**Sustainability and scaling up of the project activities:**

There is need to **strengthen linkages** of NUERP with other sister projects as well as government programmes such as PRDP, NUSAFII, ALREP, NAADS etc. As it is now strong linkages were identified in the field apart from an impression of competition among the projects implementers.

After conducting the MTE, it is clear that most beneficiaries would like the project to be extended not only in terms of period within the project areas but to other districts /communities who are not yet covered.

**Avoid dependent syndrome:** WFP should get a creative way of making tree planting project more sustainable. Hiring District Officials to train farmers and Nursery attendants may not be sustainable at all. Communities must make contribution to this important project to guard against environmental degradation and climate change risks.

**Experts and district of Lira to take over Fish Hatchery:** WFP may wish to consider hiring experts and involving the district of Lira for implementation and sustainability of the Fish hatchery. **Regular NUERP reviews:** Need to review the project goals, objectives and activities after critically studying this MTE as a “dressing mirror”. For example, contextual realities on the grounds suggest going for livelihoods interventions, education and water are key to enhancing recovery within beneficiary communities.

### **Capacity building and equipping Health facilities and scaling up outreaches.**

In the areas of health service provision there is need to recruit more medical personnel as most outlying Health Centre III's lack doctors and clinical officers. WHO should lobby the Ministry of Health to ensure the shortage of personnel is done. There is also an urgent need for improving facilities by providing Test kits that are being highly demanded to ensure improved service delivery in combating and management of HIV/AIDS.

Outreaches are very critical at improving service delivery especially on preventive measures and surveillance of diseases. The VHT should be revamped and training in the new districts of Otuke and Aleptong. WHO can be instrumental in funding refresher courses for VHTs who claimed have not had any refresher courses for long. WHO support can as well be extended to the health staff through provision of adequate transport preferably a vehicle in the district to enable them effectively carry out awareness and sensitization as well as disease surveillance in rural areas.

### **Enhance production through provision of right technologies at the right time**

The enhancement production will require that a lot of sensitization and awareness are carried out in project areas. The sensitization and awareness can focus adoption and adaptation of improved technologies. Multimedia approaches can be used including radio and print. For example production of training manual and handbook is crucial for some of the capacity building interventions for farmers and extension agents.

World Vision should improve service delivery by distributing seeds to farmers at the right season to avoid risk of seeds failing to germinate. Also, the Oxen being distributed were too young to do any work. Thus mature bulls which are already trained should be sourced and supplied to farmers.

### **Increased support to peace rings so that they become very active conflict prevention, resolution and management in project areas.**

Given that the targeted communities are just emerging out of conflict and returning to their villages of origin land conflicts have become common phenomenon yet land is critical production assets that can enhance production. We therefore recommend that peace rings enhanced by providing them with better facilitation for transport as they carry out their day to day duties. The peace rings can as well conduct sensitization of communities on the dangers of alcoholism and Sexual Gender Based Violence in their communities.



## 8.0 Overall Conclusion

In conclusion, I would like to acknowledge that a lot of excellent work has been carried out through the Northern Uganda Early Recovery Project, which deserves follow up. I strongly believe it was a very useful contribution to the recovery efforts to the people of Lira, Oyam, Alebtong and Otuke districts in Northern Uganda.

Across the board; the relevance of the scored very highly at 91.3%, performance at 75.3%, value addition at 75.3% and effectiveness at 72.8%.

Efficiency scored the lowest at 57.9 % and coordination of NUERP which seemed to require great improvement most especially at the lower levels.

PMSC, implementing partners, the PCC and communities, there was a unanimous appreciation of the NUERP and calls for the replication of the underlying projects. Most community members did not have the holistic picture of NUERP but were able to address their appreciation from elements of its support through specific interventions of the implementing organizations such as WHO, UNDP/World Vision, WFP, ACTED, SG 2000 and ILF Support. Abundantly the interventions were considered relevant and sustainable mostly because they operated through local structures like traditional leaders, local councilors and integrated gender and generational interests of children, youth and adults.

Most of the project's weaknesses derived from limited funding to ensure adequate supply of farm inputs like enough ploughs and facilities for local service providers e.g. transport for Peace Ring members. These also generated challenges for efficiency and effectiveness in project deliverables by way of interventions doing too little for impact and sometimes delivering poor quality of inputs and support provided.

These are areas where improvements are most needed. It is important to align the project to existing like-minded projects e.g. NURP II, PRDP in order to ensure the continuity and sustainability of this very relevant project to allow an extension of NUERP to complete the planned activities. Funds permitting, it is recommended that a follow up project should be designed in accordance with the elaborated concerns, more so in view of those from local communities, who are the end beneficiaries.

**APPENDICES**

**Annex 1: Questionnaires**

**NATIONAL/DISTRICT QUESTIONNAIRES**

For PMSC, PCC, CAO, District Planner, Project Managers and implementing partners in the Project area. Northern Uganda Early Recovery Project by UNDP, WFP, WHO) in Lira, Oyam, Otuke and Aleb tong Dsitrics.

Organization/District Name: \_\_\_\_\_ Date \_\_\_\_\_

Name of Interviewer: \_\_\_\_\_

Person(s)/Groups being interviewed: \_\_\_\_\_

Location: \_\_\_\_\_

**QUESTIONNAIRE ADMINISTERED AT NATIONAL AND DISTRICT OFFICIALS**

Q1. What is your title? \_\_\_\_\_

Q2. For how long have you served in the above position? \_\_\_\_\_

Q3. Specify your sex 1. Male 2. Female

Q4. Age of the respondent \_\_\_\_\_

Q5. Education level 1.Primary 2. "O" level 3. "A" Level 4. Diploma 5.Degree 6. Masters

**Introduction**

Thank you for accepting to participate in this MTE of NUERP as a member Coordination Committees. Please *choose only one option* by ticking (✓) in the box corresponding to your level of agreement or disagreement, following the scale of 1-5, whereby 1 is the highest scoring factor (Strongly Agree) and 5 the lowest factor (Strongly Disagree), on how the different evaluation criteria and questions can be used to measure the project's performance.

| Strongly Agree | Agree | Not Sure | Disagree | Strongly Disagree |
|----------------|-------|----------|----------|-------------------|
| 1              | 2     | 3        | 4        | 5                 |

| EVALUATION CRITERIA AND QUESTIONS                  |  | 1 | 2 | 3 | 4 | 5 |
|--|--|---|---|---|---|---|
| <b>A. RELEVANCE AND STRATEGIC FIT OF THE NUERP</b> |  |   |   |   |   |   |
| 1.   | Project address relevant needs (resettlement and recovery support, livelihoods, health, nutrition and HIV/AIDS, and peace building and conflict resolution). |   |   |   |   |   |
| 2.   | The Project addressed the specific outputs of improvements in livelihoods, incomes, health and peace.  |   |   |   |   |   |

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|  |  |  |  |  |  |  |
|--|--|--|--|--|--|--|
| 3.   | A needs analysis was carried out at the beginning of the project reflecting various needs of different stakeholders in early recovery.                                     |  |  |  |  |  |
| 4.   | These needs (resettlement/recovery, livelihood, access to basic health and peace and conflict resolution, etc.) were still relevant at the time of project implementation. |  |  |  |  |  |
| 5.   | New, more relevant needs emerged that the project should address <b>(which are these?)</b> .....   |  |  |  |  |  |
| <b>B. VALIDITY OF PROJECT DESIGN OF NUERP</b>                    |  |  |  |  |  |  |
| 6.   | Project objectives should not be changed because they are realistic.   |  |  |  |  |  |
| 7.   | Planned activities and outputs were logically and realistically designed to meet desired objectives/outcomes.  |  |  |  |  |  |
| 8.   | Gender analysis was part of the initial needs assessment of the project.   |  |  |  |  |  |
| <b>C. PROJECT PROGRESS AND EFFECTIVENESS OF NUERP</b>            |  |  |  |  |  |  |
| 9.   | The project has achieved its immediate objectives  |  |  |  |  |  |
| 10.  | Project activities were implemented in a participatory manner.   |  |  |  |  |  |
| 11.  | Project results affected men and women differently <b>(why and in what way?)</b>   |  |  |  |  |  |
| 12.  | Project results had positive effect on health, livelihoods, resettlement and peace relations within communities  |  |  |  |  |  |
| <b>D. EFFICIENCY OF RESOURCE USE FOR NUERP</b>                   |  |  |  |  |  |  |
| 13.  | There was quality and timeliness of delivery on allocated resources during project implementation.   |  |  |  |  |  |
| 14.  | Resources (financial, human, institutional and technical) were allocated strategically.  |  |  |  |  |  |
| 15.  | Spending and resource allocation responded to Project related objectives and to the identified needs among men, women and youth  |  |  |  |  |  |
| 16.  | Resources were used efficiently and obtained results that justified the expenditure.   |  |  |  |  |  |
| <b>E. EFFECTIVENESS OF COORDINATION ARRANGEMENTS UNDER NUERP</b> |  |  |  |  |  |  |
| 17.  | Partnership arrangements (donors, districts and lower local government) under the project met project objectives.  |  |  |  |  |  |
| 18.  | Project Managers provided good technical, programmatic, administrative and financial support to the Project Coordination Committees (PCCs).                                |  |  |  |  |  |

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|     |   |  |  |  |  |  |
|-----|---|--|--|--|--|--|
| 19. | Districts are taking lead role in coordinating & monitoring the project effectively.  |  |  |  |  |  |
| 20. | A monitoring and evaluation framework was set up to measure project progress, impact and raise lessons learned.                                     |  |  |  |  |  |
| 21. | The monitoring and evaluation framework enabled reporting of results from a gender, environmental, conflict, HIV/AIDS and human rights perspective. |  |  |  |  |  |
|     | <b>F. IMPACT ORIENTATION AND SUSTAINABILITY</b>   |  |  |  |  |  |
| 22  | There are more access roads opened that are linking people to services  |  |  |  |  |  |
| 23  | There is more equitable access, ownership and control over land   |  |  |  |  |  |
| 24  | Evidence of increased participatory development approaches by local government  |  |  |  |  |  |
| 25  | There is increased Agriculture productivity evidenced by adequate technologies provision  |  |  |  |  |  |
| 26  | Alternative incomes created through income generating skills, credit and savings schemes  |  |  |  |  |  |
| 27. | There have been increased participation of women, youth, cultural and religious leaders in mediation, dialogue and resolution of conflicts          |  |  |  |  |  |
| 28. | A number of peace and farmers' groups have been created in the community by the implementation of the project model.                                |  |  |  |  |  |
| 29. | The changes in quality of health services and lower morbidity can be causally linked to the projects' interventions.                                |  |  |  |  |  |
| 30. | Increased community roles in leadership through the project will advance their learning outcomes.   |  |  |  |  |  |
| 31. | There is improved community participation in leadership.  |  |  |  |  |  |
| 32. | There is potential for project activities to be replicated in future work.  |  |  |  |  |  |

## NATIONAL AND DISTRICT QUESTIONNAIRES

For PMSC, PCC, CAO, District Planner, Project Managers and implementing partners in the Project area.  
Northern Uganda Early Recovery Project by UNDP, WFP, WHO) in Lira, Oyam, Otuke and Aleb tong Dsitricts.

Organisation/District Name: \_\_\_\_\_ Date \_\_\_\_\_

Name of Interviewer: \_\_\_\_\_

Person(s)/Groups being interviewed: \_\_\_\_\_

Location: \_\_\_\_\_

Thanks for accepting to participate in this evaluation of NUERP as implementing partners of the Government of Uganda. As the Project Management Steering Committee (PMSC), the evaluation questions will adhere to the criteria of relevance, validity of design, effectiveness of project, efficiency of resource use, effectiveness of management arrangements, and impact orientation and sustainability as means of assessing the project's performance, progress, challenges and lessons learned. Cross –cutting issues related to NUERP such as environmental protection, gender issues, HIV/AIDs, Conflict and Human Rights will be taken into account...

| <i>Evaluation questions</i>  |   | <i>Notes</i> |
|------------------------------|---|--------------|
| <b>A. RELEVANCE OF NUERP</b> |   |              |
| <b>Q1</b>                    | Does the project address relevant needs?<br><br>Yes/No<br>Which one (s)? List them<br>Is there any need which is not relevant considering the following:- <ul style="list-style-type: none"> <li>• <i>Recovery and resettlement</i></li> <li>• <i>Livelihoods enhancement</i></li> <li>• <i>Health, Nutrition and HIV/ AIDS</i></li> <li>• <i>Peace Building and Conflict Resolution</i></li> </ul> | All relevant |
| <b>Q2</b>                    | To what extent did the project objectives/outcomes correspond to Northern Uganda Early Recovery Project implementation objectives?<br>1-Excellent<br>2-V.Good   |              |

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|                                  |   |  |
|----------------------------------|---|--|
|                                  | 3-Fairly<br>4-Poorly<br>Reasons:  |  |
| <b>Q3</b>                        | Does the project address the specific needs of early recovery in Northern Uganda?<br><br>Yes/NO<br><br>Why?   |  |
| <b>B. VALIDITY OF NUERP</b>      |   |  |
| <b>Q4</b>                        | To what extent was the project objectives realized to date?<br>1-Very Highly<br>2-Highly<br>3-Moderate<br>4-Low<br><br>What indicators?   |  |
| <b>Q5</b>                        | In your view, do you think the project objectives and outcomes are adequately addressing <ul style="list-style-type: none"> <li>• Environmental protection,</li> <li>• Gender issues,</li> <li>• HIV/AIDs,</li> <li>• Conflict</li> <li>• Human Rights issues?</li> </ul> |  |
| <b>Q6</b>                        | To what extent are the planned activities and outputs realistically meeting the desired outcomes/Results?<br>1-Excellent<br>2-V.Good<br>3-Fairly<br>4-Poorly<br><br>Why?  |  |
| <b>C. EFFECTIVENESS OF NUERP</b> |   |  |

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|                                      |  |  |
|--------------------------------------|--|--|
| <p><b>Q7</b></p>                     | <p>How effective has the project been in achieving its immediate objectives?<br/>         1-Very Highly<br/>         2-Highly<br/>         3-Moderate<br/>         4-Low<br/>         Reasons.....</p>   |  |
| <p><b>Q8</b></p>                     | <p>Which were the most successful and least successful project outputs, and why?</p>   |  |
| <p><b>Q9</b></p>                     | <p>What has contributed to or limited the project's effectiveness?</p>   |  |
| <p><b>Q10</b></p>                    | <p>What effects did the project have in relation to :</p> <ul style="list-style-type: none"> <li>• Recovery and resettlement</li> <li>• Livelihoods enhancement</li> <li>• Health, Nutrition and HIV/AIDS</li> <li>• Peace Building and Conflict Resolution</li> </ul> |  |
| <p><b>D. EFFICIENCY OF NUERP</b></p> |  |  |
| <p><b>Q11</b></p>                    | <p>Is the utilization of allocated resources on the right track in terms of quality and timeliness?<br/>         Yes/NO<br/>         If No, Why?</p>   |  |
| <p><b>Q12</b></p>                    | <p>Did spending and resource allocation respond to equitable needs of communities?<br/>         Yes/No<br/>         If NO. Why?</p>  |  |
| <p><b>Q13</b></p>                    | <p>Are resources being used efficiently and obtaining results that justify expenditure?</p>  |  |

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|  |  |  |
|--|--|--|
|  | Yes/No<br>If No. Why?  |  |
| <b>E. EFFECTIVENESS OF MANAGEMENT OF NUERP</b> |  |  |
| <b>Q14</b>                                     | <p>In your view, do you think the Project Management and Steering Committee (PMSC) at National Level and Project Coordination Committee (PCC) at District level have been effectively coordinating and giving policy guidance to the Project?<br/>Yes/No</p> <p>What are some of the challenges being faced by the PMSC and PCC). List them</p> <p>How can the challenges mentioned above be addressed? List them.</p> |  |
| <b>Q15</b>                                     | <p>Are project managers providing good technical, programmatic, administrative and financial support?<br/>Yes/NO<br/>If No. Why?</p>   |  |
| <b>Q16</b>                                     | <p>Do you have M &amp; E framework set up to measure project progress, impact, challenges and lessons learned?<br/>Yes/NO<br/>If Yes, Please ask for a copy</p>  |  |
| <b>Q17</b>                                     | <p>Did the M &amp; E framework enable the collection of gender-disaggregated data and the monitoring and reporting of results from a gender perspective?<br/>Yes/No<br/>If No. Why?</p>  |  |
| <b>F. IMPACT AND SUSTAINABILITY OF NUERP</b>   |  |  |



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|                     |  |  |
|---------------------|--|--|
| Q18                 | <p>What contributions did the project make to broader and longer-term development goals of Northern Uganda Recovery Plan such as PRDP?<br/>List them please</p>  |  |
| Q19                 | <p>What are the realistic long-term effects of the project on the peace levels, livelihood conditions, health and resettlement of the project beneficiaries especially women, youth and children?<br/>List them please</p> |  |
| Q20                 | <p>What significant changes can be mentioned, which is attributed to the component your agency/organisation is implementing (e.g. Peace building, Health, Resettlement, Livelihoods)?<br/>List them please</p>             |  |
| Q21                 | <p>What sustainability plans and measures are being under taken in the process of executing project activities in Northern in Lira, Oyam, Otuke and Aleb-tong?</p>   |  |
| Q22                 | <p>What linkages does the project have with other organisations/institutions that are likely to help Northern Uganda?</p>  |  |
| <b>H CHALLENGES</b> |  |  |

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|                                 |  |  |
|---------------------------------|--|--|
| <p><b>Q23</b></p>               | <p>What are the major challenges being faced by the project presently?<br/>                     1-<br/>                     2-<br/>                     3-<br/>                     4-<br/>                     And how can the challenges be addressed?<br/>                     1-<br/>                     2-<br/>                     3-</p> |  |
| <p><b>I LESSONS LEARNED</b></p> |  |  |
| <p><b>Q24</b></p>               | <p>What are some of the major lessons learned in this project?<br/>                     List them</p>  |  |
| <p><b>Q25</b></p>               | <p>What are some of your specific recommendations for the successful completion of the Northern Uganda Early Recovery Project (NUERP)</p>  |  |

**THANK YOU VERY MUCH**  
**Compiled by: Laz Ocira**  
**National consultant, UNDP**  
**Northern Uganda Early Recovery Project**

## SUB-COUNTY AND PARISH QUESTIONNAIRES

### FGD COMMUNITY IMPACT CHECKLIST FOR NUERP

#### ***A: Context Issues: Identification of affected communities, their numbers, and organization***

1. Approximately how many persons have so far been supported by the NUERP project in Lira and Oyam Districts? (by age, sex, other forms of diversity)
2. Specifically, how many persons (by age, sex and other relevant forms of diversity) have been resettled?
3. Where did the returnees come from (What was the rate of arrival? Is it likely to increase or decrease?)
4. What are the sites where people are settling (specific village, parish, Sub County)?
5. Were the displaced persons arriving as individuals or in groups? Are these groups based on family, clan, tribe, ethnicity or village? (Since arrival, are families, village groups and communities of the affected population intact?)
6. How were the affected persons organized? Are there group or community male/female leaders?
7. What is the gender ratio of the affected population?
8. What is the age profile of the population? (E.g. breakdown by sex and age, for example, number of males and females under 5, aged 5 to 17 years, aged 18 years and over etc.)
9. How many unaccompanied and separated children (by age and sex) are there? What is their condition?
10. What was the social and economic situation of the affected and/or displaced women and men prior to the resettlement?
11. What gains have there been since resettlement (in terms of property, assets, infrastructure)?
12. Are there particular groups that are more vulnerable in the given situation (for example disabled, female- or child-headed households, separated minors or elderly people in need of support)?

#### ***B. Changes in Early Recovery Intervention by NUERP:***

##### ***Community access roads and infrastructure:***

1. What was the quantity and quality of basic infrastructure prior and since NUERP (specific changes in access and use of roads and how this has impacted services access and use)?
2. What are the patterns of land access, use and control (by gender, age and other denominations)? How does this affect agriculture productivity?
3. Dynamics of governance in relation to people's involvement in choices, design and implementation of services and their use?
4. To what extent is the district considered consultative, participatory and responsive to local needs? How has NUERP contributed towards these processes in any tangible ways?

##### ***Access to basic medical services and humanitarian responses:***

1. What are essential community health needs (how does this differ for specific social categories like the poor, elderly women, children, people with disabilities, and minorities)?
2. Mapping service provisions by whom in terms of (quality of health infrastructures including state of health services both human, drugs and outreaches)?
3. What is the quality of health surveillance systems in place for early warning and tracking health shocks like epidemics?
4. What are the gaps in health services in terms of who, where and what (in view of in-built trends)?

5. What is the nature and dynamics of humanitarian responses to epidemics (trends, perceptions of providers and beneficiaries of net worth)?

***Agriculture production, productivity and alternative livelihoods:***

1. What are the shelter, livelihoods and sanitation practices of the affected and/or displaced persons?
2. In terms of livelihoods what are the needs and changes in agriculture related livelihoods since NUERP commenced (changes in land access, use, technologies and productivity)?
3. What are the non-agriculture opportunities for life skills, income generating activities e.g. trade, alternative production like fish farming, apiary, credits and savings schemes?  
What are the marketing schemes introduced to enhance marketing of produce?
5. What is the condition of the local/non-affected population? If assistance was provided to resettled persons, was the local population also assisted?
6. What is the security situation within the population – is there a need for separation between different groups, are there armed groups within the population? Are the security problems different for men and women?

***C: Peace and Sustainability issues: Mediation resources, spontaneous arrangements and assistance being delivered***

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1. What arrangements have the affected persons already made to meet their most immediate peace and recovery needs? Are these damaging to the immediate environment or causing tension with the local community?
2. What assistance is already being provided by the local population, the government, UN organizations and other organizations/institutions/individuals is the assistance adequate, sustainable?
3. Is the present assistance likely to increase, continue, or decrease (in view of targets e.g. at least 480 peace rings engaged)?
4. What is the government's policy on assistance?
5. What coordination and implementation arrangements are required?
6. How does the community participate in peace and recovery responses, and what, if any, specific measures are required to support women, children and vulnerable persons?
7. Specific mediation services, dialogues and reconciliation services (desegregated in terms of indulgence of social categories like women, youth, etc)
8. How participatory are the reconciliation and peace building interventions provided how, where and what?

**THANK YOU VERY MUCH**  
**Compiled by: Laz Ocira**  
**National consultant, UNDP**  
**Northern Uganda Early Recovery Project**

**Annex 2: Lists of documents reviewed**

- National Development plan (NDP)
- Peace, Recovery and Development Plan( PRDP)
- United Nations Development Assistance Framework (UNDAF)
- Country Programme Action Plan (CPAP) 2010-2014
- Northern Uganda Early Recovery Project (NUERP)
- Progress Reports of NUERP
- Agreement UNTFHS and UNDP
- Revised UNTFHS Project Proposal Final
- Monitoring Reports by Districts, implementing Partners, UNDP, WHO, WFP, OPM, ALD and Government of Japan.
- Adjusted work plan for NUERP
- District Development Plans of Lira, Oyam, Otuke and Aleptong
- IDP Policy implementation 2005
- MOU between NUERP and the Districts
- Minutes of NUERP Project Management and Steering Committee and Project Coordination Committee
- Reports on Early Preparedness and Response in Lira District
- Lira Surveillance Reports for the Months of April-June 2011

**Annex 3: Lists of Key Informants Interviewed****KAMPALA INFORMANTS**

| S/N | Name                 | Organization                           | Contact  |
|-----|----------------------|--|--|
| 1.  | Laz Ocira            | National Consultant, UN                | 0772424691   |
| 2   | Jennifer Muwuliza    | Ag.Commissioner, AID LIASON DEPARTMENT | +256752692915  |
| 3   | Pamela Muhesi        | Office of the Prime Minister (OPM)     |  |
| 4   | Shugo Shinohara      | Government of Japan                    | 0791400201   |
|     | Lebogang Motlana     | UNDP, Country Director                 | Lebogang.motlana@undp.org  |
|     | Lawrence Tiyoy       | World Vision (Programme Director)      | +256772627904  |
| 2.  | Pascal Onegiu Okello | UNDP                                   | 0772710771   |
| 3.  | Enock Mugabi         | UNDP                                   | 0772413858   |
| 4.  | Joseph Akop          | WV                                     | 0772593946   |
| 5.  | Dr. Lukwiya Michael  | WHO                                    | 0704733551   |
| 6.  | David Marcos         | UNDP                                   | <a href="mailto:DAVID.MARCOS@UNDP.ORG">DAVID.MARCOS@UNDP.ORG</a> |
| 7.  | Daniel Omodo Mcmondo | UNDP                                   | <a href="mailto:Daniel.omodo@undp.org">Daniel.omodo@undp.org</a> |
| 8.  | Charles Sembatya     | INFP                                   | 0772431665   |

MID-TERM EVALUATION REPORT OF NORTHERN UGANDA EARLY RECOVERY PROJECT 2010-2011

|     |                     |                        |  |
|-----|---------------------|------------------------|--|
| 9.  | Dura B Agaba        | UNDP                   | 0772407256   |
| 10. | Birungi Charles     | UNDP                   | <a href="mailto:Charles.birungi@undp.org">Charles.birungi@undp.org</a>       |
| 11  | Lakwonyero Nicholas | WFP 256 (0) 772 750634 | <a href="mailto:Nicholas.Lakwonyero@wfp.org">Nicholas.Lakwonyero@wfp.org</a> |
| 12  | Odeke Elvis         | WFP                    |  |

Attendance list during the MTE of Northern Uganda Early Recovery Project as per August 2011.

STAKEHOLDER MEETING

District: **OYAM/LIRA**

Sub-county: \_\_\_\_\_

Date: **08/08/2011**

| S/N | Name                    | Organization/Community            | Contact  |
|-----|-------------------------|-----------------------------------|--|
| 1.  | Nate Antoccia           | ILF (Lifeline Fund International) | 0775220815   |
| 2.  | Nicholas Salmons        | ILF                               | 0777958473   |
| 3.  | Odoch Patrick Martin    | ILF                               | 0772880090   |
| 4.  | Mike Odong              | WFP                               | 0772711286   |
| 5.  | Ande Okiror             | WFP                               | 0772778042   |
| 6.  | Simpson Biryabaho       | WV                                | 0392949496   |
| 7.  | Emmanuel Odongo         | WFP                               | <a href="mailto:Emmanuel.Odongo@wfp.org">Emmanuel.Odongo@wfp.org</a> |
| 8.  | Hellen Achan            | Acted                             | 0756132055   |
| 9.  | Engine Morris           | SG 2000 Lira                      | 0774272665   |
| 10. | Okolli Richard          | Oyam CAO                          | 0777766571   |
| 11. | Ogwang Robert Charles   | Oyam DLG                          | 0782079777   |
| 12. | Agaro Caroline          | Oyam DLG/DHO                      | 0782420917   |
| 13. | Opio Moses              | Natural Resource Officer Oyam DLG | 0772676733   |
| 14. | Okullo Lawrence         | Forestry Officer Oyam DLG         | 0782510251   |
| 15. | Ogwal Geoffrey          | CDO Oyam DLG                      | 0782515945   |
| 16. | Opio Tommy              | Agric Officer Oyam DLG            | 0772881790   |
| 17. | Ogwal A. Cox            | Production Officer Oyam DLG       | 0772345785   |
| 18. | Patrick Wokorach        | WHO                               | 0772721960   |
| 19. | Emmanuel Tenywa         | WHO                               | 0772721972   |
| 20. | Oceng Francis Leone     | Oyam DLG                          | 0772356034   |
| 21. | Oming Lamex T.          | Oyam DLG                          | 0772328810   |
| 22. | Acan Margaret Ogomarach | Oyam DLG                          | 0772466350   |
| 22. | Alinga John Bosco       | Oyam DLG                          | 0772547613   |

Attendance list during the MTE of Northern Uganda Early Recovery Project as per August 2011.

STAKEHOLDER MEETING

District: **OYAM**

Sub-county: **District Health Office** Date: **08/08/2011**

| S/N | Name               | Organization/Community | Contact  |
|-----|--------------------|------------------------|--|
| 1.  | Dr. Owiny Vincent  | Oyam                   | 0772614641/ <a href="mailto:vowiny@yahoo.com">vowiny@yahoo.com</a> |
| 2.  | Otim Jimmy         | Minakulu S/C           | 0777337686   |
| 3.  | Awino Silvia       | V./Cp. Minakulu        | 078910224  |
| 4.  | Acak Paul Herimos  | World Vision           | 0777204272   |
| 5.  | Okite Jasper       | World Vision           | 0782651625   |
| 6.  | Acio Colline       | Minakulu H/C Ii        | 0774209094   |
| 7.  | Okiria Alex        | Minakulu H/C Iii       | 0782849662   |
| 8.  | Ayo Vincent        | Minakulu H/C Ii        | 0777142555   |
| 9.  | Okello Lawrence    | Acted Uganda           | 0757132059   |
| 10. | Obua Jasper        | Snc Minakulu           | 0775340636   |
| 11. | Okwangema Robert A | S/C/C –Minakulu        | 0772962526   |

MID-TERM EVALUATION REPORT OF NORTHERN UGANDA EARLY RECOVERY PROJECT 2010-2011

|     |               |                           |            |
|-----|---------------|---------------------------|------------|
| 12. | Adimo Wallace | Oyam Dlg Engineering Dept | 0752659393 |
|-----|---------------|---------------------------|------------|

## Annex 4: Lists of Focused Group Discussions

Attendance list during the MTE of Northern Uganda Early Recovery Project as per August 2011.

STAKEHOLDER MEETING

District: **OYAM** Sub-county: **District Health Office** Date: **08/08/2011**

| S/N | Name                | Organization/Community    | Contact    |
|-----|---------------------|---------------------------|------------|
| 13. | Otim Jimmy          | Minakulu S/C              | 0777337686 |
| 14. | Awino Silvia        | V./Cp. Minakulu           | 078910224  |
| 15. | Acak Paul Herimos   | World Vision              | 0777204272 |
| 16. | Okite Jasper        | World Vision              | 0782651625 |
| 17. | Acio Colline        | Minakulu H/C Ii           | 0774209094 |
| 18. | Okiria Alex         | Minakulu H/C Iii          | 0782849662 |
| 19. | Ayo Vincent         | Minakulu H/C Ii           | 0777142555 |
| 20. | Okello Lawrence     | Acted Uganda              | 0757132059 |
| 21. | Obua Jasper         | Snc Minakulu              | 0775340636 |
| 22. | Okwanglema Robert A | S/C/C –Minakulu           | 0772962526 |
| 23. | Adimo Wallace       | Oyam Dlg Engineering Dept | 0752659393 |

Attendance list during the MTE of Northern Uganda Early Recovery Project as per August 2011.

ALONI PARISH, AREC T.C.

District: **OYAM** Sub-county: **ICEME** Date: **10/08/2011**

| S/N | Name              | Organization/Community | Contact    |
|-----|-------------------|------------------------|------------|
| 1   | Anna Ogoo         | Momotatwero VSLA       |            |
| 2   | Hellen Ongom      | Momotatwero VSLA       |            |
| 3   | Santina Ogwang    | Obanga Atwero farmers  |            |
| 4   | Mary Ogwal        | Momotatwero VSLA       |            |
| 5   | Judith Oming      | Momotatwero VSLA       |            |
| 6   | Molly Opio        | Momotatwero VSLA       |            |
| 7   | Nekolina Ogwal    | Woman peace ring       |            |
| 8   | Hellen Ogwal      | Momot Atwero VSLA      |            |
| 9   | Amono Omara       | Obanga Atwero          |            |
| 10  | Oyuku Martin      | Momotatwero VSLA       |            |
| 11  | Dorcus Opio       | Momotatwero VSLA       |            |
| 12  | Opio Charles      | Obanga Atwero          |            |
| 13  | Kato Oyuku        | Woman peace ring       |            |
| 14  | Agness Etot       | Woman peace ring       |            |
| 15  | Simprose Amolo    | Obanga Atwero          |            |
| 16  | Adongo Anna       | Obanga Atwero          |            |
| 17  | Apio Grace        | Momotatwero VSLA       |            |
| 18  | Ejang Lillian     | Youth peace            |            |
| 18  | Opito Wilson      | Momotatwero VSLA       | 0787328723 |
| 20  | Okodi Daniel      | Youth peace            | 0785452222 |
| 21  | Dr. Owiny Vincent | DHO Oyam               | 0772614641 |

Attendance list during the MTE of Northern Uganda Early Recovery Project as per August 2011.

ALONI PARISH, AREC T.C.

District: **OYAM** Sub-county: **ICEME** Date: **10/08/2011**

| S/N | Name | Organisation/Community | Contact |
|-----|------|------------------------|---------|
|-----|------|------------------------|---------|

MID-TERM EVALUATION REPORT OF NORTHERN UGANDA EARLY RECOVERY PROJECT 2010-2011

|    |                 |                   |            |
|----|-----------------|-------------------|------------|
| 21 | Otyang Dicken   | Youth peace       | 0789806236 |
| 22 | Ojok Edward     | Youth peace       |            |
| 23 | Opio Francis    | Parish peace team | 0779075222 |
| 24 | Mido Okite      | Woman peace ring  |            |
| 25 | Collin ocika    | Woman peace ring  |            |
| 26 | Margret Ogwal   | Woman peace ring  |            |
| 27 | Okello Richard  | Parish peace team | 0782208077 |
| 28 | Polly Okello    | Parish peace team |            |
| 29 | Fiona Ojok      | Youth peace       |            |
| 30 | Hellen Opio     | Momotatwero VSLA  |            |
| 31 | Rose Aboke      | Obanga Atwero     |            |
| 32 | Jasinta Eric    | Woman peace ring  |            |
| 33 | Nekolina Olot   | Woman peace ring  |            |
| 34 | Anna Okello     | Momotatwero VSLA  |            |
| 35 | Florence Okola  | Obanga Atwero     |            |
| 36 | Judith Okello   | Momotatwero VSLA  |            |
| 37 | Modo Okello     | Obanga Atwero     |            |
| 38 | Florence Acheng | Woman peace ring  |            |
| 39 | Latica Okello   | Woman peace ring  |            |
| 40 | Lucy Obong      | Obanga Atwero     |            |

Attendance list during the MTE of Northern Uganda Early Recovery Project as per August 2011.

ALONI PARISH, AREC T.C.

District: **OYAM**

Sub-county: **ICEME**

Date: **10/08/2011**

| S/N | Name            | Organization/Community | Contact    |
|-----|-----------------|------------------------|------------|
| 41  | Ocepa Jasper    | Momotatwero VSLA       | 0779024481 |
| 42  | Omene J.C       | Momotatwero VSLA       | 0781841880 |
| 43  | Olugu Tom       | Obanga Atwero          |            |
| 44  | Odongo Geoffrey | Momotatwero VSLA       | 0772002186 |
| 45  |                 | Obanga Atwero          |            |

Attendance list during the MTE of Northern Uganda Early Recovery Project as per August 2011.

AWIO VILLAGE

District: **OYAM**

Sub-county: **ICEME**

Date: \_\_\_\_\_

| S/N | Name                 | Organization/Community | Contact    |
|-----|----------------------|------------------------|------------|
| 1   | Obote Tommy          | Awele United           | 0789943962 |
| 2   | Bua Denis            | Awele United           | 0773578935 |
| 3   | Oloa Nimayosi        | Awele United           |            |
| 4   | Atim Denish          | Awele United           | 0788105436 |
| 5   | Odongo levi          | Awele United           | 0789943990 |
| 6   | Olong David          | Awele United           | 0785687929 |
| 7   | Amuku George         | Awele United           | 0778886026 |
| 8   | William Orech Apello | Awele United           |            |
| 9   | Joyce Opio           | Awele United           |            |
| 10  | Silvia Abwoli        | Awele United           | 0785407840 |
| 11  | Caroline Acir        | Awele United           | 0779982063 |
| 12  | Sophia Bua           | Awele United           | 0789896291 |
| 13  | Nekolina Oloa        | Awele United           |            |
| 14  | Haida Olugo          | Awele United           |            |
| 15  | Lydia Ogwang         | Awele United           |            |
| 16  | Jusphanty Bua        | Awele United           |            |
| 17  | Apio Rose            | Awele United           |            |



MID-TERM EVALUATION REPORT OF NORTHERN UGANDA EARLY RECOVERY PROJECT 2010-2011

|    |              |              |  |
|----|--------------|--------------|--|
| 18 | Anna Okello  | Awele United |  |
| 19 | Harriet Opio | Awele United |  |
| 20 | Aol Joy      | Awele United |  |

**Attendance list during the MTE of Northern Uganda Early Recovery Project as per August 2011.**

AWIO VILLAGE

**District: OYAM**

**Sub-county: ICEME**

**Date: \_\_\_\_\_**

| S/N | Name          | Organisation/Community | Contact    |
|-----|---------------|------------------------|------------|
| 1   | Paska Mirriam | Awele United           |            |
| 2   | Kibii Patrick | Awele United           | 0782718075 |
| 3   | Molly Ocen    | Awele United           | 0787783423 |
| 4   | Evasta Orech  | Awele United           |            |
| 5   | Teng Eunice   | Awele United           |            |

**Attendance list during the MTE of Northern Uganda Early Recovery Project as per August 2011.**

ATEK PARISH FGD

**District: OYAM**

**Sub-county: \_\_\_\_\_**

**Date: 09/08/2011**

| S/N | Name            | Group  | Sex | Contact    |
|-----|-----------------|--------|-----|------------|
| 1   | Odyek Francis   | VSLA   | M   | 0774528484 |
| 2   | Ayo Vincent     | Farmer | M   | 0785644330 |
| 3   | Ogwal Benedict  | Farmer | M   |            |
| 4   | Ayo Francis     | P.P.R  | M   | 0773579907 |
| 5   | Opio Harmstrong | Farmer | M   |            |
| 6   | Adeka Patrick   | Farmer | M   | 0777488833 |
| 7   | Ogwal Richard   | Farmer | M   | 0784331769 |
| 8   | Odyek Peter     | Farmer | M   | 0777486590 |
| 9   | Sam Polly Okodi | Farmer | M   |            |
| 10  | Amongi Joyce    | Farmer | F   | 0777141177 |
| 11  | Silberia Oyuku  | VSLA   | F   |            |
| 12  | Ongom Ray       | Farmer | M   |            |
| 13  | Bosco Ayo       | Farmer | M   | 0789025212 |
| 14  | Betty Amongi    | Farmer | F   |            |
| 15  | Ayo William     | Farmer | M   |            |
| 16  | Akao Sekon      | Farmer | F   |            |
| 17  | Biana Aryono    | ISLM   | F   |            |
| 18  | Filda Igongo    | Farmer | F   |            |
| 19  | Ajok Lily       | Farmer | F   |            |
| 20  | Nyaga Mary      | Farmer | F   |            |
| 21  | Jasinta Acen    | P.PC   | F   | 07848060   |
| 22  | Sopia Auma      | Farmer | F   | 0785540804 |

**Attendance list during the MTE of Northern Uganda Early Recovery Project as per August 2011.**

**Atek Parish FGD**

**District: OYAM**

**Sub-county: \_\_\_\_\_**

**Date: 09/08/2011**

| S/N | Name         | Group  | Sex | Contact    |
|-----|--------------|--------|-----|------------|
| 23  | Abeja Kevin  | VLS    | F   |            |
| 24  | Ayugi Biana  | VLS    | F   |            |
| 25  | Odyek Lesi   | VLS    | F   |            |
| 26  | Auma Lucy    | Farmer | F   |            |
| 27  | Apio Jasinta | VLS    | F   |            |
| 28  | Juspin Otim  | VLS    | F   |            |
| 29  | Anna Ocaya   | VLS    | F   |            |
| 30  | Akao Anna    | VLS    | F   | 0782631974 |

MID-TERM EVALUATION REPORT OF NORTHERN UGANDA EARLY RECOVERY PROJECT 2010-2011

|    |                     |            |   |            |
|----|---------------------|------------|---|------------|
| 31 | Betty Okello        | WPR        | F | 0773884305 |
| 32 | Grace Opio          | VLS        | F |            |
| 33 | Okello Nikolas Dila | PPC        | M | 0789942291 |
| 34 | Akot Nancy          |            | F |            |
| 35 | Acen Molly          | Farmer     | F |            |
| 36 | Akech F. Munu       | Apur Omolo | F |            |
| 37 | Onyera Marino       | Farmer     | M | 0781468575 |
| 38 | Omara Thomas        | PPC        | M | 0782989372 |
| 39 | Odongo Joseph       | VSLA       | M | 0777488847 |
| 40 | Acen Harriet        | VSLA       | F |            |
| 41 | Santa Nam           | VSLA       | F |            |
| 42 | Anna Odul           | VSLA       | F |            |
| 43 | Akello Rose         | VSLA       | F |            |

Attendance list during the MTE of Northern Uganda Early Recovery Project as per August 2011.

ATEK PARISH FGD

District: **OYAM**

Sub-county: \_\_\_\_\_

Date: 09/08/2011

| S/N | Name              | Group               | Sex | Contact |
|-----|-------------------|---------------------|-----|---------|
| 44  | Kia Betty         | WPR                 |     |         |
| 45  | Simpo Aduni       | VSLA                |     |         |
| 46  | Betty Omara       | VSLA group B        |     |         |
| 47  | Awino Evaline     | WPR                 |     |         |
| 48  | Silveria Oyuku    | VSLA                |     |         |
| 49  | Kato Alunyu       | VSLA                |     |         |
| 50  | Middo Ogweng      | Farmer              |     |         |
| 51  | Katherine Odyek   | Farmer              |     |         |
| 52  | Selina Apica      | VSLA                |     |         |
| 53  | Achola Molly      | Farmer              |     |         |
| 54  | Adoc Alice        | Farmer              |     |         |
| 55  | Auma Sunday       | Farmer              |     |         |
| 56  | Nyanzi CD Mugisha | Community volunteer |     |         |

Attendance list during MTE of Northern Uganda Early Recovery Project as per August 2011

District: **LIRA**

Sub-County: \_\_\_\_\_

Date: \_\_\_\_\_

| S/N | Name                | Organization/Community              | Contact    |
|-----|---------------------|-------------------------------------|------------|
| 1   | Ariiong John Peter  | Lira Senior Farmers LDLG            |            |
| 2   | Awio Joel A         | Senior Nursing officer              |            |
| 3   | Akaki T. Bell       | Senior Health educator DHO's office |            |
| 4   | Okello Mary Frances | Ogur H/C IV                         |            |
| 5   | Omach Lusiporo      | Ogur H/C IV                         |            |
| 6   | Ekwang Guido        | Ogur L/Government Sub-county        |            |
| 7   | Odongo Tobby        | LC III Chairperson Ogur             |            |
| 8   | Okello Joe          | Ogur S/Cty Sec. production          |            |
| 9   | Rwanguha Benard     | CAO Lira                            | 0772611982 |
| 10  | Oremo Alex          | District Chairperson Lira           | 0772617882 |

Attendance list during MTE of Northern Uganda Early Recovery Project as per August 2011. Apoka parish

District: **LIRA** Sub-County: **Ogur**

Date: 11/08/2011

| S/N | Name           | Organization/Community | Contact |
|-----|----------------|------------------------|---------|
| 21  | Lily Okidi     | Member Aneno can       |         |
| 22  | Scovia Ogal    | Member Aneno can       |         |
| 23  | Kerobina Odyek | Member Aneno can       |         |

MID-TERM EVALUATION REPORT OF NORTHERN UGANDA EARLY RECOVERY PROJECT 2010-2011

|    |               |                               |            |
|----|---------------|-------------------------------|------------|
| 24 | Mary odongo   | Member Aneno can              |            |
| 25 | Apio Santana  | Member Aneno can              |            |
| 26 | Brenda Ayo    | Member Aneno can              |            |
| 27 | Lily Odongo   | Member Aneno can              |            |
| 28 | Betty Ogwang  | Member Aneno can              |            |
| 29 | Akot Jackolin | Member                        |            |
| 30 | Erwe Peter    | Obanga angeo sec.             |            |
| 31 | Odongo Moses  | Publicity                     | 0791858743 |
| 32 | Odur Bosco    | C/man peace ring Apoka Parish | 0791840997 |
| 33 | Susan         | Apoka Parish                  | 0791920878 |
| 34 | Ester Obong   | Member Aneno can              |            |
| 35 | Awino Magret  | Member Aneno can              |            |
| 36 | Rose Owani    | Member Aneno can              |            |
| 37 | Okoi Santa    | Ocan onote C/person           | 0771685470 |
| 38 | Saida Ogwang  | Member                        | 0782686037 |

Attendance list during MTE of Sub-county Recovery Project as per August 2011.

District: LIRA Sub-County: Ogur Date 11/08/2011

| S/N | Name          | Organization/Community | Contact    |
|-----|---------------|------------------------|------------|
|     | Angora Morris | World Vision Uganda    | 0792142035 |
|     | Ekwang Guido  | Sub-county Chief       | 0779473100 |
|     | Odongo Tobby  | C/P LC III Ogur        | 0774211629 |

Attendance list during MTE of Northern Uganda Early Recovery Project as per August 2011. Apoka

District: LIRA Sub-County: Ogur Date 11/08/2011

| S/N | Name            | Organization/Community    | Contact    |
|-----|-----------------|---------------------------|------------|
| 1   | Odwar Andrew    | Secretary Apoka Bed-ijoo  | 0791974546 |
| 2   | Ojok Alex       | Apoka Bed-ijoo            | 0791782920 |
| 3   | Tino Santa      | Apoka Bed-ijoo            |            |
| 4   | Akello Dokas    | Apoka Bed-ijoo            |            |
| 5   | Auma Eunice     | Apoka Bed-ijoo            |            |
| 6   | Lilly Ayepa     | Bed-ijoo Apoka peace ring | 0777683294 |
| 7   | Okello Silvesto | Obanga angeo C/person     | 0792064095 |
| 8   | Owani Anthony   | Member of the group       |            |
| 9   | Santa Ogwal     | Aneno can member          |            |
| 10  | Akello Semmy    | Mwolo en kuc              |            |
| 11  | Obua Isaac      | Mwolo en kuc              |            |
| 12  | Christine Moro  | C/person Mwolo en kuc     | 0788237150 |
| 13  | Pule Jackson    | Mwolo en kuc              |            |
| 14  | Ongom Lusano    | Aneno can                 |            |
| 15  | Olweny Joseph   | Mwolo en kuc              | 0791140250 |
| 16  | Kol Siza        | Aneno can                 |            |
| 17  | Ogwal Sam       | Aneno can member          | 0777557462 |
| 18  | Ojula Thomas    | Aneno can member Askari   |            |
| 19  | Hellen Opio Tom | Aneno can member          |            |
| 20  | Sophia Etia     | Aneno can member          |            |

Attendance list during MTE of Northern Uganda Early Recovery Project as per August 2011. Ayamo parish (Aromo, Atek, Odano villages)

District: LIRA Sub-County: Barr Date \_\_\_\_\_

| S/N | Name            | Organization/Community | Contact |
|-----|-----------------|------------------------|---------|
| 1   | Ogwang Boniface | Odano                  |         |

MID-TERM EVALUATION REPORT OF NORTHERN UGANDA EARLY RECOVERY PROJECT 2010-2011

|    |                      |          |            |
|----|----------------------|----------|------------|
| 2  | Lemo Moses           | Odano    | 0785219772 |
| 3  | Lestina Angulu       | Odano    |            |
| 4  | Ogwang Patrick       | Atek     |            |
| 5  | Ogweng Jimmy         | Aromo    |            |
| 6  | Obura Joel           | Aromo    |            |
| 7  | Atim Dorcus          | Aromo    |            |
| 8  | Okao Lameck          | Ayamo    | 0774581172 |
| 9  | Owoo Bosco           | Atek     | 0779472621 |
| 10 | Ojok Milton          | Aromo    | 0777557068 |
| 11 | Otyek Belmos         | Odano    |            |
| 12 | Teddy Ekoda          | Aromo    |            |
| 13 | Aceng Eunice         | Aromo    |            |
| 14 | Vicky Ogweng         | Aromo    |            |
| 15 | Eunice Ekoda         | Aromo    |            |
| 16 | Sophia Ogwang        | Aromo    |            |
| 17 | Brenda Ogwal         | Aromo    |            |
| 18 | Jannet Otim          | Aromo    | 0777557098 |
| 19 | Molly Otim           | Aromo    |            |
| 20 | Sam Ojuk             | Atek     | 0777778997 |
| 21 | Odoch Patrick Martin | ILF Lira | 0772880040 |

Attendance list during MTE of Northern Uganda Early Recovery Project as per August 2011

District: LIRA Sub-County: Barr Health Centre Date 12/08/2011

| S/N | Name               | Organization/Community | Contact    |
|-----|--------------------|------------------------|------------|
| 1   | Atim Jennifer      | Health Barr H/C III    | 0774086303 |
| 2   | Adinga Joe         | Barr H/C III           | 0785177072 |
| 3   | Awor Joan          | Barr H/C III           | 0772369065 |
| 4   | Otim Benson        | Barr H/C III           | 0774401391 |
| 5   | Abongo Richard     | Barr H/C III           | 0788326489 |
| 6   | Adong Agness       | Barr H/C III           | 0773411945 |
| 7   | Okujja Amos Opollo | Barr H/C III           | 0773671275 |
| 8   | Okullo Sam Edward  | Barr SCLG              | 0777039991 |

Attendance list during MTE of Northern Uganda Early Recovery Project as per August 2011. Onywako parish (Tee gweng village)

District: LIRA Sub-County: Barr Date 12/08/2011

| S/N | Name           | Organization/Community | Contact    |
|-----|----------------|------------------------|------------|
| 1   | Aliro Bonny    | World Vision           | 0777114228 |
| 2   | Akono Tonny    | World Vision           | 0773286301 |
| 3   | Odongo George  | World Vision           |            |
| 4   | Otim Rubby     | World Vision           |            |
| 5   | Okol Francis   | World Vision           |            |
| 6   | Obira Wilfred  | World Vision           |            |
| 7   | Ebong Geoffrey | World Vision           | 0785949961 |
| 8   | Julio Peter    | World Vision           |            |
| 9   | Menya Julio    | World Vision           |            |
| 10  | Okello Vincent | World Vision           |            |
| 11  | Onyanga Bonny  | World Vision           |            |
| 12  | Ongom Richard  | World Vision           |            |
| 13  | Bosco Ongom    | World Vision           | 0783477418 |

MID-TERM EVALUATION REPORT OF NORTHERN UGANDA EARLY RECOVERY PROJECT 2010-2011

|    |               |              |            |
|----|---------------|--------------|------------|
| 14 | Benson Okwir  | World Vision |            |
| 15 | Ogwang Joel   | World Vision |            |
| 16 | Atyang Alex   | World Vision |            |
| 17 | Merri Jimmy   | World Vision |            |
| 18 | Oming Vincent | World Vision |            |
| 19 | Teddy Enyang  | World Vision | 0777111542 |
| 20 | Okello Tonny  | World Vision | 0788696680 |

Attendance list during MTE of Northern Uganda Early Recovery Project as per August 2011. Onywako parish (Tee gweng village)

District: LIRA Sub-County: Barr Date 12/08/2011

| S/N | Name           | Organization/Community | Contact    |
|-----|----------------|------------------------|------------|
| 21  | Ojok Geoffrey  | World Vision           | 0773881752 |
| 22  | Omara Kenneth  | World Vision           | 0778163707 |
| 23  | Odongo Anthony | World Vision           | 0785689099 |
| 24  | Ogwal Moses    | World Vision           | 0791320868 |
| 25  | Opio Denish    | World Vision           | 0788240686 |
| 26  | Odongo Moses   | World Vision           | 0783418947 |
| 27  | Opio Samuel    | World Vision           | 0775659226 |
| 28  | Amuge Caroline | World Vision           |            |
| 29  | Akello Flo     | World Vision           |            |
| 30  | Okori Jane     | World Vision           |            |
| 31  | Brenda Ajal    | World Vision           |            |
| 32  | Lydia Otto     | World Vision           | 0781092623 |
| 33  | Opio Maxwel    | World Vision           |            |
| 34  | Harriet Ojok   | World Vision           | 0778928826 |
| 35  | Mary Akeny     | World Vision           |            |
| 36  | Rose Tom       | World Vision           |            |
| 37  | Dorocy Alal    | World Vision           |            |
| 38  | Adoi Terijina  | World Vision           |            |
| 39  | Susan Okello   | World Vision           |            |
| 40  | Jane Leny      | World Vision           |            |

Attendance list during MTE of Northern Uganda Early Recovery Project as per August 2011  
Sub-county Abolet village

| S/N | Name                  | Organization/Community | Contact    |
|-----|-----------------------|------------------------|------------|
| 1   | Katorine obot Richard | Sesekawa group         | 0778212913 |
| 2   | Sophia Odero John     | Sesekawa group         |            |
| 3   | Aool Faiby            | Sesekawa group         |            |
| 4   | Selbina Ojom          | Sesekawa group         |            |
| 5   | Joyce Ageny           | Sesekawa group         |            |
| 6   | Mido Ocen             | Sesekawa group         |            |
| 7   | Betty Ongu            | Sesekawa group         |            |
| 8   | Sylbia Obongo         | Sesekawa group         |            |
| 9   | Evaline Obua          | Sesekawa group         |            |
| 10  | Betty Ayok Alex       | Sesekawa group         |            |
| 11  | Esther Ongu           | Sesekawa group         |            |
| 12  | Rose Acai             | Sesekawa group         |            |
| 13  | Maratina Obira        | Sesekawa group         | 0775128856 |
| 14  | Ebong John            | Sesekawa group         | 0778843014 |

ATTENDANCE LIST DURING THE MTE OF NORTHERN UGANDA EARLY RECOVERY PROJECT AS PER AUGUST 2011.

MID-TERM EVALUATION REPORT OF NORTHERN UGANDA EARLY RECOVERY PROJECT 2010-2011

District OTUKE Sub-county ORUM Date 17/08/2011

| S/N | Name                | Organisation/Community | Contact    |
|-----|---------------------|------------------------|------------|
| 01  | Adar Ayugi Denis    | Orum P/S               | 0787455268 |
| 02  | Abila Campions      | Sec/Works Otuke        | 0782245693 |
| 03  | Ocaya Thomas        | Orum S/CTY             | 0711713605 |
| 04  | Acuma Franklin      | ODLG-Orum S/C          | 0777110799 |
| 05  | Anyess Aluri        | Councillor Orum        | 0788640765 |
| 06  | Jane Onyek          | Sec Production         | 0782563273 |
| 07  | Okullo Bosco        | C/man LC III Orum      | 0785968957 |
| 08  | Ongom Nelson        | VSLA                   | 0775359858 |
| 09  | Odongo Abija        | VSLA                   |            |
| 10  | Omara Jushwa        | Farmers' group         |            |
| 11  | Onyanyanga Kuranimo | Farmers' group         |            |
| 12  | Elem Peter          | VSLA                   | 0775522273 |
| 13  | Ogwang Geofrey      | Peace Rings            |            |
| 14  | Otim Joel           | VSLA                   | 0775681261 |
| 15  | Bua Lameck          | VSLA                   |            |
| 16  | Ogwal Francis       | VSLA                   | 0787923437 |
| 17  | Okello Jimmy        | VSLA                   |            |
| 18  | Eyen Silvano        | Farmers' group         |            |
| 19  | Furenyci Bua        | Farmers' group         |            |
| 20  | Atapi Mery Joci     | VSLA                   |            |
| 21  | Acen Juspanty       | Farmers' group         |            |
| 22  | Tali Farina         | Farmers' group         |            |
| 23  | Acen Sophia         | Farmers' group         |            |
| 24  | Abwang Denis        | VSLA                   |            |
| 25  | Ajok Naume          | Farmers' group         |            |
| 26  | Abura Anna          | Peace Rings            | 0788700892 |
| 27  | Akullo Docus        | Peace Rings            |            |
| 28  | Acak Anna           | Peace Rings            |            |
| 29  | Atoke Susan         | Peace Rings            | 0778299949 |
| 30  | Amuri Alex          | Peace Rings            |            |
| 31  | Acen Agnes          | Peace Rings            |            |
| 32  | Awio Rose           | Peace Rings            |            |
| 33  | Abura Margaret      | Peace Rings            |            |
| 34  | Acen Lillian        | Peace Rings            |            |
| 35  | Angom Cemenyci      | Farmers' group         |            |
| 36  | Ogwal Dickeng       | VSLA                   |            |
| 37  | Akello Paskolina    | VSLA                   |            |
| 38  | Ejang Karolin       | VSLA                   |            |
| 39  | Obele Geoffrey      | Peace Rings            | 0778269480 |
| 40  | Oyom Moses          | Peace Rings            | 0788558839 |
| 41  | Ogwang Jaspheer     | Peace Rings            | 0778299949 |
| 42  | Akullo Rose         | VSLA                   |            |
| 43  | Alongo Selika       | VSLA                   |            |
| 44  | Auma Aida           | VSLA                   |            |
| 45  | Akello Betty        | VSLA                   |            |
| 46  | Aywek Margaret      | VSLA                   |            |
| 47  | Apio Anna           | VSLA                   |            |

MID-TERM EVALUATION REPORT OF NORTHERN UGANDA EARLY RECOVERY PROJECT 2010-2011

|    |               |                |  |
|----|---------------|----------------|--|
| 48 | Ayo Sabina    | VSLA           |  |
| 49 | Okori Citabin | Farmers' group |  |
| 50 | Abor Geoffrey | VSLA           |  |
| 51 | Akoli Grace   | Farmers' group |  |
| 52 | Kia Esther    | VSLA           |  |
| 53 | Elem Richard  | VSLA           |  |
| 54 | Opio Peter    | Farmers' group |  |
| 55 | Elit Jenty    | Farmers' group |  |
| 56 | Okweng Daniel | Farmers' group |  |
|    |               |                |  |
|    |               |                |  |

District ALEBTONG Sub-county APALA Date 18/08/2011.

| S/N | Name             | Organisation/Community | Contact    |
|-----|------------------|------------------------|------------|
| 01  | Opio Fred        | Farmers' group         | 0778164241 |
| 02  | Odong Kizito     | Farmers' group         |            |
| 03  | Ajore Denish     | Farmers' group         |            |
| 04  | Okello Moses     | Olailong Seving        | 0788790521 |
| 05  | Alfred Amach     | Olailong Seving        |            |
| 06  | Eluk Francis     | Olailong Seving        |            |
| 07  | Eunice Otim      | Olailongo S.A          |            |
| 08  | Okello Moses     | Olailongo Serving      |            |
| 09  | Okeng Patrick    | Abiting Feec           |            |
| 10  | Akullu Sanila    | Abiting Peace Rings    |            |
| 11  | Coster Opio      | Abiting Peace Rings    |            |
| 12  | Okello Alfred    | Abiting Peace Rings    | 0789954628 |
| 13  | Vincent Ojuka    |                        |            |
| 14  | Semenyu Okay     | Abiting                |            |
| 15  | Oyongo Tom       | Abiting Feec           |            |
| 16  | Apiu Dorah       | Abiting VSLA           |            |
| 17  | Olir Peter       | Abiting VSLA           | 0788449833 |
| 18  | Angoli Moses     | Abiting VSLA           | 0791801605 |
| 19  | Odongo Alfred    | Olailongo S.A          | 0779616586 |
| 20  | Opio Tonny       | Oteno                  |            |
| 21  | Otim Moses       | Olaoilongo             | 0787972587 |
| 22  | Okeng Jenabio    | Abiting                |            |
| 23  | Anna Otiti       | Olaoilongo             |            |
| 24  | Anna Okello Joel | Oteno                  |            |
| 25  | Satorina Omara   | Oteno                  |            |
| 26  | Satorina Opio    | Oteno                  |            |
| 27  | Rose Okwir       | Oteno                  |            |
| 28  | Keren Engol      | Oteno                  |            |
| 29  | Lily Ogwang      | Oteno                  |            |
| 30  | Eromakina Atoke  | Oteno                  |            |
| 31  | Sidonia Opio     | Oteno                  |            |
| 32  | Emanuel Oborog   | Abiting                |            |
| 33  | Jeroline Otim    | Abiting                |            |
| 34  | Hana Otiti       | Abiting                |            |

MID-TERM EVALUATION REPORT OF NORTHERN UGANDA EARLY RECOVERY PROJECT 2010-2011

|    |                  |                       |            |
|----|------------------|-----------------------|------------|
| 35 | Ecal Moses       | Abiting               | 0778293384 |
| 36 | Taddy Ayanug     | Abiting               |            |
| 37 | Anuyese Okello   | Abiting               |            |
| 38 | Ogwang Lujineo   | Abiting               |            |
| 39 | Santa Owino      | Abiting               | 0778684119 |
| 40 | Adonlin Ogwang   | Abiting               |            |
| 41 | Okello Benson    | Farmers' group        |            |
| 42 | Bua Yeno         | VSLA                  |            |
| 43 | Opio Tobby       | Farmers' group        |            |
| 44 | Opio James Abor  | Farmers' group        | 0785305506 |
| 45 | Otim Tom         | Farmers' group        |            |
| 46 | Ongel Walter     | Farmers' group        | 0785965558 |
| 47 | Opio Moses Okeng | VSLA                  | 0785686055 |
| 48 | Akii Hellen      | Piece Ring            | 0784354951 |
| 49 | Ogwang Micheal   | Farmers 'group        |            |
| 50 | Mary Okello      | Farmers 'group        |            |
| 51 | Jacinta Odwar    | Farmers 'group        |            |
| 52 | Obwol Richard    | Comm. Volunteer Apala | 0782148242 |
| 53 | Onyeng Ben       | VSLA                  | 0773176066 |
| 54 | Ajok Esther      | VSLA                  |            |
| 55 | Awor Jennet      | VSLA                  |            |
| 56 | Okonye Esther    | Apala H/C III         | 0783020618 |
| 57 | Kalyecura Sam    | Apala S/C HQ          | 0775167429 |
| 58 | Ongom Job        | Apala S/C HQ          | 0773211144 |
|    |                  |                       |            |
|    |                  |                       |            |

District ALEBTONG Sub-county ALOI. Date 19/08/2011.

| S/N | Name                 | Organisation/Community | Contact            |
|-----|----------------------|------------------------|--------------------|
| 01  | Odongo CP            | Awiny LCI              | 0783478760         |
| 02  | Ameto Cocorina       | Awiny LCI              |                    |
| 03  | Acen Grace           | Awiny LCI              |                    |
| 04  | Ajwang Caltina       | Ayela PE LCI           |                    |
| 05  | Rotina Enger         | Awiny LCI              |                    |
| 06  | Akullo Mary          | Awiny LCI              |                    |
| 07  | Odongo Francis       | Ayela PE LCI           | 0785465564         |
| 08  | Flow Angom           | Awiny LCI              |                    |
| 09  | Purenci Okomo        |                        |                    |
| 10  | Jacque Angom         | World Vision Volunteer | 0783253811         |
| 11  | Okello Robert Denis  | World Vision Volunteer | 0773119881         |
| 12  | Ekwan Richard        | Alebtong DLG           | 0772896681         |
| 13  | Opio Leonard         | Alebtong DLG           | 0772464193         |
| 14  | Odongo David Kennedy | Alebtong DLG           | 0777807072         |
| 15  | Okabo Pius           | Apala S/CTY            | 0782561639         |
| 16  | Amuge Josephine      | Peace Ring Member      | Adur LCI           |
| 17  | Adar Jacintha        | Peace Ring Member      | Obangakura "A" LCI |
| 18  | Abua Teddy           | Peace Ring Member      | Awinyi LCI         |
| 19  | Ebok Everline        | Peace Ring Member      | 0787455991         |
| 20  | Adongo Colline       | Peace Ring Member      | Oluo Adwong LCI    |
| 21  | Santa Agang          | Peace Ring Member      | Olela LCI          |



MID-TERM EVALUATION REPORT OF NORTHERN UGANDA EARLY RECOVERY PROJECT 2010-2011

|    |                  |                   |              |
|----|------------------|-------------------|--------------|
| 22 | Ario Esther      | Peace Ring Member | Ayela PE LCI |
| 23 | Akwero Sindrella | Peace Ring Member | Awinyi LCI   |
| 24 | Atiko Bosco      | Peace Ring Member | 0778299435   |
| 25 | Opio Bonny       | Peace Ring Member | 0789020020   |
| 26 | Abeki Sam        | Peace Ring Member | 0787566481   |
| 27 | Ebong Sam        | Peace Ring Member |              |
| 28 | Okello Peter     | Peace Ring Member | Alek Olwongo |
| 29 | Delo Geoffrey    | Peace Ring Member | 0778684560   |
| 30 | Odongo Millton   | Peace Ring Member | 0784803383   |
|    |                  |                   |              |

**Annex 5: Itinerary and Activities**

**11.0 Itinerary for conducting MTE of the Northern Uganda Early Recovery Project from 01<sup>st</sup> August to 26<sup>th</sup> August 2011**

| No                  | Date                           | No of days | Venue                             | Activities   |
|---------------------|--------------------------------|------------|-----------------------------------|--|
| <b>Phase 1:</b>     |                                |            |                                   | <b>Inception meetings and reviewing documents</b>  |
| <b>P1.2</b>         | 01 August 2011, Mon            | 1 day      | Kampala                           | Agreement on the objectives, scope and expected outputs, tools to be used  |
|                     |                                |            | Kampala                           | Gather and prepare all necessary documentations, materials and background information from UNDP  |
| <b>P1.2</b>         | 02 Aug 2011, Tue               | 1 day      | Kampala                           | Conduct Desktop Review and present the plan to UN partners   |
|                     | 03 Aug 2011, Wed               | 1 day      | Kampala                           | Conduct Desktop Review   |
| <b>P1.3</b>         | 04 Aug 2011, Thu               | 1 day      | Kampala                           | Meetings with Partners (OPM, WHO, WFP, ALD/MOFPED, Embassy of JAPAN)   |
| <b>P1.4</b>         | 05 Aug 2011, Fri               | 1 day      | Kampala                           | Meetings with the National Partners to be continued and meeting UNDP to sort out logistical needs for the field trip on Sunday 07 <sup>th</sup> Aug 2011 |
| <b>P1.5</b>         | 06 Aug 2011, Sat               | 1 day      | Kampala                           | Reflecting on check list and Preparation for the field   |
| <b>Phase 2:</b>     |                                |            |                                   | <b>Conducting research in Oyam, Lira, Otuke, Aleptong</b>  |
| <b>P2.1</b>         | 07 <sup>th</sup> Aug 2011, Sun | 1 day      | Travelling                        | <b>Travel to the project sites in Lira, Oyam, Otuke, Aleptong by Consultant spending a night in Lira</b>   |
| <b>P2.2</b>         | 08-10 Aug 11                   | 3 days     | Oyam                              | Conducting interviews in Oyam  |
| <b>P2.3</b>         | 11-13 Aug 11                   | 3 days     | Lira                              | Conducting interviews in Lira  |
| <b>P2.4</b>         | 15 -17 Aug 11                  | 3 days     | Otuke                             | Conducting interviews in Otuke   |
| <b>P2.5</b>         | 18-20 Aug 11                   | 3 days     | Aleptong/<br>travelling to<br>Kla | Conducting interviews in Alep tong   |
| <b>Phase three:</b> |                                |            |                                   | <b>Compiling MTE draft report</b>  |
| <b>P3.1</b>         | 22 -30 Aug 11                  | 9 days     | Kampala                           | Writing the draft MTE report   |

MID-TERM EVALUATION REPORT OF NORTHERN UGANDA EARLY RECOVERY PROJECT 2010-2011

|                    |                            |       |         |  |
|--------------------|----------------------------|-------|---------|--|
| <b>P1.2</b>        | 31 <sup>st</sup> Aug 11    | 1 day | Kampala | Presentation of the draft MTE report to UNDP   |
| <b>Phase Four:</b> |                            |       |         | <b>Compiling Final MTE report</b>  |
| <b>P4.1</b>        | 08 <sup>th</sup> Sept 2011 | 1 day | Kampala | Present final Report, conduct an exit meeting with UNDP and de-briefing on the key findings and recommendations. |

### Annex 6: List of Districts, Sub-Counties and Parishes visited

**List of Districts, sub-Counties and Parishes under MTE of Northern Uganda Early Recovery Programme.**

| S/N | Name of District | Sub-County           | Parish   |
|-----|------------------|----------------------|----------|
|     | <b>Oyam</b>      |                      |          |
|     | 4 Counties       | <b>Min Akulu (3)</b> | 1 Parish |
|     |                  | <b>Iceme (2)</b>     | 1 Parish |
|     |                  | Ngai                 |          |
|     |                  | Otwal                |          |
|     |                  | Aber                 |          |
|     |                  | Abok                 |          |
|     |                  | Acaba                |          |
|     |                  | Aleka                |          |
|     |                  | Kamdini              |          |
|     |                  | Loro                 |          |
|     |                  | Nyene                |          |
|     |                  | Oyam town council    |          |
|     | <b>Lira</b>      |                      |          |
|     | 3 Sub-Counties   | <b>Ogur (3)</b>      | 1 Parish |
|     |                  | <b>Barr (1)</b>      | 1 Parish |
|     |                  | Aromo                |          |
|     |                  | Agweng               |          |
|     |                  | Lira Sub-County      |          |
|     |                  | Agali                |          |
|     |                  | Amach                |          |
|     |                  | Adekokwok            |          |
|     |                  | Ngetta               |          |
|     |                  | Lira Municipality    |          |
|     | <b>Otuke</b>     |                      |          |
|     | 4 Sub-Counties   | <b>Okwang (3)</b>    | 1 Parish |
|     |                  | <b>Orum (2)</b>      | 1 Parish |
|     |                  | Olilim               |          |
|     |                  | Adwari               |          |
|     |                  | Ogor                 |          |
|     | <b>Alebtong</b>  |                      |          |
|     | 5 Sub-Counties   | <b>Apala (2)</b>     | 1 Parish |
|     |                  | <b>Aloi (2)</b>      | 1 Parish |
|     |                  | Abako                |          |
|     |                  | Amugo                |          |

## MID-TERM EVALUATION REPORT OF NORTHERN UGANDA EARLY RECOVERY PROJECT 2010-2011

|  |  |              |  |
|--|--|--------------|--|
|  |  | <i>Omoro</i> |  |
|  |  | Abia         |  |
|  |  | Akura        |  |
|  |  | Aleb tong TC |  |
|  |  | Awei         |  |

*Compiled by Laz Ocira, National Consultant, UNDP*

### Annex 7: Term of Reference

1. Review partners' individual work plans and their consistency/coherence with the overall project document and with each other; conduct detailed assessments of activities implemented so far and the extent to which the overall project goal and individual project objectives and outputs have been achieved.
2. Assess the degree of involvement of counterpart Government partners and local communities in the identification, prioritization, planning and implementation of sub-projects and prospects for sustainability.
3. Assess the institutional, technical, operational and financial capacities, as well as the absorption capacity of the Contractors or the Implementing partners. The content of the assessment/scope of work will include the following key issues: Collecting data about outputs, their relevance, quality and quantity (services, products); assessment of constraints which explain present level of performance; any developments that may have resulted in changes in project targets, time frame and or costs;
4. Analyze the synergies/complementarity with the implementing partners' ongoing activities and propose ways of ensuring effective and efficient linkage between the partner's activities and NUERP
5. Identify any significant changes in the operating environment within the target sub-counties that would impact on implementation during the last year of project implementation;
6. Recommend overall project level as well as component and sub-project level measures that must be taken in order to ensure attainment of project objectives and outputs and any adjustments that may be required in the project content, targets, time frame and cost.

### Annex 8: List of project sites

| S/N | District | Sub-county        | Project                                 | Location  |
|-----|----------|-------------------|---|---|
| 1   | Oyam     | Oyam town council | Health,nutrition,and HIV/AIDS BY WHO    | Oyam DHO office                                 |
| 2   | Oyam     | Minakullu         | Health,nutrition,and HIV/AIDS BY WHO    | Minakullu health centre                         |
| 3   | Oyam     | Oyam town council | Tree planting by WFP                    | Oyam town council                               |
| 4   | Oyam     | Minakullu         | Peace building and conflict resolution. | Atek parish                                     |
| 5   | Oyam     | Minakullu         | Village savings and loan association    | Atek parish                                     |
| 6   | Oyam     | Minakullu         | Farmers Group                           | Atek parish                                     |
| 7   | Oyam     | Minakullu         | Road access                             | Corner Ajoga-abululyec acimi road 12 kilometers |
| 8   | Oyam     | Iceme             | Tree planting by WFP                    | Iceme sub-county                                |
| 9   | Oyam     | Iceme             | Health,nutrition,and HIV/AIDS BY WHO    | Iceme health centre iii                         |
| 10  | Oyam     | Iceme             | Peace building and conflict resolution  | Awio parish                                     |
| 11  | Oyam     | Iceme             | Village savings and loan association    | Awio parish                                     |
| 12  | Oyam     | Iceme             | Farmers Group                           | Awio parish                                     |

## MID-TERM EVALUATION REPORT OF NORTHERN UGANDA EARLY RECOVERY PROJECT 2010-2011

|    |          |                   |  |                              |
|----|----------|-------------------|--|------------------------------|
| 13 | Lira     | Lira municipality | Health,nutrition,and HIV/AIDS BY WHO   | Lira DHO                     |
| 14 | Lira     | Ogur              | Health,nutrition,and HIV/AIDS BY WHO   | Agweng health centre iv      |
| 15 | Lira     | Ogur              | Peace building and conflict resolution | Apoka parish                 |
| 16 | Lira     | Ogur              | Village savings and loan association   | Apoka parish                 |
| 17 | Lira     | Ogur              | Farmers Group                          | Apoka parish                 |
| 18 | Lira     | Ogur              | Tree planting by WFP                   | Apoka village                |
| 19 | Lira     | Barr              | Enviromental preservation              | Ayamo parish                 |
| 20 | Lira     | Barr              | Health, nutrition, and HIV/AIDS BY WHO | Barr health centre iv        |
| 21 | Lira     | Barr              | Peace building and conflict resolution | Onywako parish               |
| 22 | Lira     | Barr              | Village savings and loan association   | Onywako parish               |
| 23 | Lira     | Barr              | Farmers Group                          | Onywako parish               |
| 24 | Otuke    | Orum              | Health, nutrition, and HIV/AIDS BY WHO | Otuke health centre iv       |
| 25 | Otuke    | Orum              | Peace building and conflict resolution | Arep-moroto parish           |
| 26 | Otuke    | Orum              | Village savings and loan association   | Arep-moroto parish           |
| 27 | Otuke    | Orum              | Farmers Group                          | Arep-moroto parish           |
| 28 | Otuke    | Okwang            | Health,nutrition,and HIV/AIDS BY WHO   | Otuke health centre iii      |
| 29 | Otuke    | Okwang            | Peace building and conflict resolution | Olwar ngur parish            |
| 30 | Otuke    | Okwang            | Village savings and loan association   | Olwar ngur parish            |
| 31 | Otuke    | Okwang            | Farmers Group                          | Olwar ngur parish            |
| 32 | Alebtong | Apala             | Health, nutrition, and HIV/AIDS BY WHO | Apala health centre iii      |
| 33 | Alebtong | Apala             | Tree planting by WFP                   | Obim parish, awiny village   |
| 34 | Alebtong | Apala             | Peace building and conflict resolution | Abiting parish               |
| 35 | Alebtong | Apala             | Village savings and loan association   | Abiting parish               |
| 36 | Alebtong | Apala             | Farmers Group                          | Abiting parish               |
| 37 | Alebtong | Aloy              | Health,nutrition,and HIV/AIDS BY WHO   | Amuria parish, awiny Village |
| 38 | Alebtong | Aloy              | Peace building and conflict resolution | Amuria parish, awiny Village |
| 39 | Alebtong | Aloy              | Village savings and loan association   | Amuria parish, awiny Village |
| 40 | Alebtong | Aloy              | Farmers Group                          | Amuria parish, awiny Village |

### Annex 9 List of implementing agencies and partners

- World Food Programme (WFP)
- United Nations Development Programme (UNDP)
- World Health Organisations (WHO)
- World Vision (WV)
- International Lifeline Fund (ILF)
- SG. 2000
- International Agency for Development (ACTED)
- Local Governments of Lira, Oyam, Alebtong and Otuke
- The Office of the Prime Minister (OPM)
- AID Liaison Department (ALD) Ministry of Finance, Planning and Economic development

### Annex 10 Demographics of the study project area

The Mid-term survey areas included; districts, sub county and parishes and persons interviewed in the course of the mid- term evaluation are listed in Table One below.

*MTE Survey Areas*

| District     | Frequency | Percent      |
|--------------|-----------|--------------|
| Oyam         | 20        | 29.0         |
| Lira         | 17        | 24.6         |
| Otuke        | 14        | 20.3         |
| Alebtong     | 13        | 18.8         |
| Kampala      | 7         | 7.2          |
| <b>Total</b> | <b>81</b> | <b>100.0</b> |

Most of the respondents were from Oyam district followed by Lira (29% and 24.6%) respectively, the least collected questionnaires (7.2%) were from Kampala district mainly because it was an area specifically targeting members of the PMSC and they are very limited in numbers compared to implementing partners and beneficiaries upcountry. Table Two below presents the sex composition of the respondents surveyed.

*Sex of the Respondents*

| Sex    | Frequency | Percent |
|--------|-----------|---------|
| Male   | 60        | 87.0    |
| Female | 9         | 13.0    |
| Total  | 69        | 100.0   |

Gender disparities were pronounced among the respondents with the majority (87.0%) being male compared to only 13% female. As earlier observed, this composition is a result of the fact that the PMSC and PCC structures and indeed most implementing partners were male. However, as we shall see in coming sections in the beneficiary communities it turned out that women overwhelmingly dominated the groups and by implication the membership of the FGD across the districts were predominantly women. The other key demographic surveyed was to establish the educational levels of PMSC and PCC respondents and this information is presented in Table Three below.

*Education Level of Respondents*

| Level    | Frequency | Percent |
|----------|-----------|---------|
| O' Level | 6         | 8.7     |
| A' Level | 4         | 5.8     |
| Diploma  | 18        | 26.1    |
| Degree   | 28        | 40.6    |

|         |   |      |
|---------|---|------|
| Masters | 4 | 18.8 |
|---------|---|------|

Most of the respondents had one degrees (40.6%) followed by a diploma (26.1%). The other categories were found to be insignificant. In other words, technically these organs are well positioned to provide leadership and mentor the project. The assessment covered a varied range of stakeholders representing the supply like the PMSC, PCC and the demand side, the communities supported by the project. This information is summarised in Table Four below.

*Institutional Representation of Stakeholders*

| Organizations        | Frequency | Percent |
|----------------------|-----------|---------|
| Local government/PCC | 48        | 68.2    |
| WHO                  | 3         | 4.3     |
| UNDP/UN              | 3         | 4.3     |
| Acted                | 2         | 2.8     |
| WFP                  | 4         | 5.8     |
| ILF                  | 2         | 2.9     |
| Medical              | 2         | 2.8     |
| Engineering Dept     | 1         | 1.4     |
| S.2000               | 2         | 2.9     |
| NAADS                | 2         | 2.9     |
| World Vision         | 1         | 1.4     |
| GOU/ OPM/MOFEPD      | 2         | 1.5     |

Most of the respondents 68.2% were from lower local governments (sub county and parish), followed by those in the district local government and then WFP. Those interviewed were of varied levels of seniority and responsibility.

*Title of the respondents*

| Titles                             | Frequency | Percent |
|------------------------------------|-----------|---------|
| Community Development Officer      | 8         | 12.9    |
| District Health Officer            | 9         | 14.5    |
| Production and marketing officer   | 2         | 3.2     |
| Forestry and environmental officer | 2         | 3.2     |
| Programme/Project officer          | 13        | 21.0    |
| Senior Road Inspector              | 3         | 4.8     |
| Sub county chief                   | 7         | 11.3    |
| Field officer                      | 3         | 4.8     |
| CAO's                              | 1         | 1.6     |
| Senior clinical officer            | 3         | 4.8     |
| Chairperson                        | 7         | 11.3    |
| NAADS Coordinator                  | 2         | 3.2     |
| Fisheries Officer                  | 1         | 1.6     |
| Research Assistant                 | 1         | 1.6     |

**Age bracket of respondents**

Results also showed that most of the respondents were above 39 years of age (43.5%) followed by those in the age brackets of 35 to 39 years (21.7%) few respondents 15.9% were below the age of 31 years. By implication most of the respondents were mature and held positions of seniority in the organizations sampled.