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Mid-Term Review ICEIDA 's Support to the KDDP



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Acronyms

AIDS	Acquired Immune Deficiency Syndrome
ARI	Acute Respiratory Infections
BMC	Beach Management Committee
BMU'S	Beach Management Units
CBO	Community Based Organization
CAO	Chief Administrative Officer
CHWs	Community Health Workers
CSO'S	Civil Society Organizations
DME	District Monitoring and Evaluation
FAL	Functional Adult Literacy
FDG	Focus Group Discussion
GoI	Government of Iceland
Gou	Government of Uganda
HC	Health Centre
HC II'S	Health Centre Two
HC III	Health Centre Three
HC IV'S	Health Center Four
HIV	Human Immunodeficiency Virus
HMIS	Health Management Information System
HUMC'S	Health Unit Management Committees
ICEIDA	Iceland International Development Agency
IGAs	Income Generating Activities
IPS	Integrated Production Skills
KDDP	Kalangala District Development Program
LC	Local Council
LLG	Lower Local Government
ME	Monitoring and Evaluation
Ms-EXCEL	Microsoft Excel
NGO'S	Non Governmental Organizations
PAPE	Performing Art and Physical Education
PEAP	Poverty Eradication Action Plan
PIT	Project implementation Team
PLE	Primary Leaving Examinations
PMT	Project Management Team
PPS	Probability Proportionate Size
PSO'S	Private Sector Organizations
S/C	Sub- County
SPSS	Statistical Package for Social Scientists
STD'S	Sexually Transmitted Diseases
UMHCP	Uganda Minimum Health Care Package
UCE	Uganda Certificate of Education
UACE	Uganda Advanced Certificate of Education
VCT	Voluntary Counseling and Testing
WATSAN	Water and Sanitation

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Winsor Consult Limited acknowledges the trust that we were accorded by ICEIDA to lead the Mid Term review process of the Kalangala District Development Programme (KDDP).

It is our considered opinion that the key findings and conclusions that we present in this report respond to the terms of reference that were developed to guide this review and that they will be central in informing the design for the next five year phase of the KDDP.

This midterm review was designed as a participatory process and its successful execution would have been extremely difficult to accomplish without the guidance and support of various stakeholders within and outside Kalangala District. In this regard therefore, Winsor Consult extends gratitude to the management and staff of ICEIDA, both in Kampala and Kalangala, for their co-ordination with the beneficiary communities before and during the mid-term review process of the KDDP. We would like to acknowledge Drifa H. Kristjindottir, the KDDP Project Manager and her team for their support and effort in providing the essential logistics that enabled the study team to effectively design and produce the household questionnaires and for their response during the interviews.

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To all of you we hope that the results of this midterm review will be useful in enhancing your various aspirations for Kalangala district local government.

AFFIRMATION

This report contains information generated during the Mid Term Review of ICEIDA's Support to Kalangala District through the KDDP. This evaluation was primarily conducted to generate lessons from the last five years of the KDDP programme interventions in Kalangala district.

Specifically the Mid Term Review was conducted to generate information on the programme relevance, effectiveness, efficiency, impact, sustainability, lessons learned, good practices and missed opportunities. Ultimately the outcomes of this review offer insights on possible scaling up during the next five years.

Except, as acknowledged by references in this report to other authors and publications, the midterm review process and results described herein consists the work , undertaken by Winsor Consult on behalf of ICEIDA..

Primary quantitative and qualitative data collected as part of this Midterm review remains the property of ICEIDA and must be used only with their consent.

Joseph Ssuuna
Winsor Consult

CHAPTER 1: EXECUTIVE SUMMARY

1.1 KDDP goal and beneficiaries

This section summarizes key findings of the midterm review of the Kalangala district Development Programme that has been implemented with support from ICEIDA. This midterm review focused on the implementation of the first five years of the KDDP ten- year programme with a view of drawing lessons for the next five year phase. The KDDP was designed to build on and take forward the achievements that had been made by the Functional Adult Literacy Programme (FAL) implemented earlier in the district from 2001-2004. The FAL too was implemented with support from ICEIDA.

KDDP/ICEIDA programme interventions were undertaken in the seven sub- counties that make up Kalangala District. These were; Kyamuswa, Bubeke, Mugoye, Bujumba, Bufumira, Mazinga and Kalangala Town Council.

The KDDP was designed within the framework of the National Poverty Eradication Action Plan (PEAP) which was anchored on the following five pillars:

- (1) Economic management,
- (2) Production, competitiveness and incomes
- (3) Security, conflict-resolution and disaster-management.
- (4) Good governance.
- (5) Human development.

The KDDP in one way or the other directly and indirectly either responded or touched each of the five PEAP pillars. In addition the KDDP was informed by the aspirations of the decentralization policy. It was premised on the recognition that through decentralization local governments were mandated to perform many roles and deliver services that had been hitherto the responsibility of the central government. It is therefore essential for the local governments to acquire the essential capacities to effectively take up those roles and responsibilities.

The overall goal of the KDDP is to *“Contribute to the eradication of mass poverty in the island community of Kalangala district within the context of the Government of Uganda’s PEAP and the framework and institutional structure of the decentralization policy.”*

To achieve the above goal the KDDP focused on the following objectives:

1. Strengthening the district capacity to develop and implement realistic development plans in the key sectors of administration, fisheries, education and health by providing financial and technical support. The programme in addition aimed at enhancing the role of civil society and the private sector in district development processes.
2. Sustainable quality fisheries production and marketing in the whole district.
3. Equitable access for the citizens to quality primary and secondary education

4. Equitable access for the citizens to quality health services at district level

1.2 Mid Term review Purpose and Objectives

This midterm review was commissioned by ICEIDA to review the progress achieved during the 1st five years of their support to KDDP and to draw lessons and recommendations that would be integrated into the planning process for the remaining five years of the Programme. The evaluation addressed the following:

1. Relevancy of the KDDP's strategy and operations (the extent to which the KDDP was aligned with Kalangala district strategic priorities and hence its contribution to the district and national development priorities.
2. KDDP's effectiveness (performance against critical targets and milestones);
3. Efficiency (cost effectiveness) of KDDP operations;
4. Impact created by key KDDP interventions (including positive, intended, unintended and negative impact);
5. Sustainability of key KDDP interventions, delivery mechanisms and positive behavioral changes and;
6. Establishing/documenting lessons learned and missed opportunities from the KDDP's planning, implementation and performance management processes – lessons vital for the design stage of the next five years of the programme.

1.3 The review Methodology

This review was conducted through a combination of quantitative and qualitative research techniques. Primary quantitative data was collected from 408 households using a questionnaire (contained in annex 7). The questionnaire enabled the review team to generate data on: household demographics; livelihood/food security; water and sanitation issues; education and education delivery, health as well as fisheries. This questionnaire was developed, pre-tested and finalized through a participatory process (involving consultation with KDDP staff, district staff, evaluation team leader, and data collection supervisors and enumerators). A 2-stage cluster sampling approach was used to select sub counties as well as villages and landing sites.

Attempt was made to use a probability proportionate to size (PPS) approach when selecting respondents. This ensured that sub counties and villages with higher population densities were selected. Finally, to minimize bias, households were randomly selected from village listings, thereby giving each household in a selected location an equal opportunity to participate in this survey. Quantitative data was entered, cleaned and analyzed using SPSS and excel programs.

Qualitative data was collected using key informant interviews and focus group discussions. Key informants were drawn from the various levels of project intervention. They included KDDP staff, district and sub county officials, head teachers and beneficiaries. A total of 50 key informants were interviewed. These included KDDP staff, district technical staff and political leadership, sub county staff and political leaders, head teachers of beneficiary schools, community health workers, sub county chiefs, etc. A total of 5 focus group discussions were conducted in each of the sub counties that were selected. To maximize objectivity, these focus

group discussions were carefully constituted to ensure proper representation of all key interest groups including children and women.

Both key informant interviews and focus group discussions were conducted using standardized interview guides contained in annex 7 below. Qualitative data was summarized along key review themes and was later corroborated and triangulated with quantitative data and forms the analytical basis of this report.

1.4 Summary of Key Findings, Lessons and Recommendations

Table 1: Summary of the key evaluation findings and recommendations

Key Area Assessed	Key Findings and Implications	Recommendations (Next KDDP Phase)
<p>General Household Characteristics</p>	<p>79% of households are male headed (21.% are female headed)</p> <p>The district has a population of 34,766 people as of the 2002 housing and population census. It is estimated that the district population has risen to 46,500 people by 2010</p> <p>This growing number of people in the district is visible through the pressure being exerted on the various service delivery systems in place and in the way natural resources particularly forests are being cut for livelihood needs such as wood fuel and farm land.</p> <p>Average household size 2.6 (population in Kalangala is growing at a rate of 6.5% per annum) ¹Evaluation outcomes show that there is still a huge male dominance and influence over all household social economic development spheres on the district.</p>	<p>During the next phase the KDDP should support the district to:</p> <ol style="list-style-type: none"> (1) Set up an effective monitoring and evaluation and knowledge management system that assesses the gender disaggregated impacts.so as to easily determine programme affects and ease of accessibility by women to productive programme impacts from a gender perspective. (2) In addition there is need for the district in the next programme phase to set up clear strategies of monitoring beneficiaries to ensure that women who are often more marginalized are specifically targeted and benefit from the programme. (3) Develop a gender targeting strategy to maximize participation of women/equitable distribution of benefits from key programmes and activities; (4) Revise beneficiary targets using current population estimates to improve coverage/broaden impact of key interventions. (5) On natural resources particularly forestry, district enforcement capacity is critical if the sector is going to be considered as a strategic growth area particularly for the tourism option mentioned in this report. (6) The KDDP should continue supporting the district strategic and annual planning processes.
<p>Administration Effectiveness</p>	<p>ICEIDA through the KDDP injected new energy and impetus in the way district departments work and thus increased their visibility and relevance to the beneficiary populations. KDDP has strengthened the district administration staff capacity through a wide range of training and by</p>	<ol style="list-style-type: none"> 1) Handing over greater responsibility for Programme management and administration to the structures that have been capacity built, during the next phase will be essential for testing the effectiveness of the capacity that has been built. The KDDP management function will be less inclined to day today

Key Area Assessed	Key Findings and Implications	Recommendations (Next KDDP Phase)
<p style="text-align: center;">Impact</p>	<p>equipping and retooling departments with essential equipment such as transport and computers</p> <ul style="list-style-type: none"> • On the whole all departments in the district that have been supported by KDDP are now more able to deliver on their mandate. This is a clear reflection of programme impact. • Through the KDDP capacity building was broadened to be understood both in terms of human knowledge and skills development as well as in terms of other critical components such as buildings, equipment and facilities such as computers, transport and furniture on the one hand and also in terms of infrastructure such as roads and landing sites and MIS. • It is particularly important to note that the investment in crucial sectors such as office equipment and transport underscored the critical link between employees work environment and the supporting infrastructure that is needed to get work done. 	<p>obligations and instead become more focused on strategic interventions.</p> <ol style="list-style-type: none"> 2) There is need to support the development of strategic planning skills among the district leadership. 3) The construction of the district Administration block remains a key priority that the programme should support in the remaining period of the KDDP. <ul style="list-style-type: none"> • The capacity building support to administration needs to include a component that addresses the aspect of negotiation and trust building which in the view of the review team were lacking and partly contributed to the delay in land procurement for the administration building. • Kalangala district capacity building interventions are very relevant and should be on going even when the program ends. The district through its human resource department should therefore be supported to put in place a broader strategic district capacity building master plan. • To determine the impact of capacity building interventions there is a need for a well defined monitoring and review system.
<p style="text-align: center;">Water and Sanitation (Effectiveness) (Impact)</p>	<p>2 landing sites were transformed through KDDP support as model villages which contributed towards:</p> <p>(1) An increase in percentage of households accessing safe clean water from a protected water source;</p> <p>(2) A decrease in the percentage of households accessing water from unprotected water sources:</p> <p>However: The number of landing sites that have been supported are still few considering the demand for the services made available through improved beaches and landing sites. The above has resulted into immense pressure on the two landing sites that were constructed by KDDP.</p>	<p>There is need for the KDDP to continue supporting district efforts in promoting landing site development as model villages. It is recommended that in the remaining phase of the Programme construction of the remaining landing sites, committed as part of the first phase, be undertaken.</p> <p>Considerations for the amount of pressure that the population explosion on the landing sites that received support is causing should be a factor in making this consideration.</p> <p>KDDP with ICEIDA support in the next period of the Programme should consider supporting the district to develop a comprehensive water and sanitation strategy which integrates construction/rehabilitation and maintenance of</p>

Key Area Assessed	Key Findings and Implications	Recommendations (Next KDDP Phase)
	<p>In the areas where the people received the programme support, there is visible improvement on the quality of life. In addition those places have experienced a surge in the numbers of new people that are flocking there.</p>	<p>water points and hygiene/sanitation. Specific emphasis should be put on pit latrine construction/use; personal hygiene (especially hand washing behaviors) and general household/community hygiene practices.</p>
<p>Education (Effectiveness) (Impact)</p>	<p>The education interventions that ICEIDA supported through the KDDP had far reaching impacts. In addition to providing teaching materials, such as text books, schools have also received support with assessment exams on a regular basis. In addition they have received support with extracurricular activities such as sports and music dance and drama. This has been through procurement and supply of essential music instruments, costumes, sports facilities as well as capacity building for relevant instructors and teachers. The program has also eased travel for schools by procuring a boat and engine. Most significantly the programme has supported the construction of dormitories which are viewed as a land mark contribution to the education sector. It is envisaged that the dormitories alone will contribute significantly to increasing student enrolment and retention</p>	<p>During the next phase, the KDDP should continue with the highly participatory approach to improving access by children to good quality education. Emphasis should be placed on:</p> <ol style="list-style-type: none"> (1) Expanding dormitory construction and ensuring the dormitories are effectively managed and that fees are within the reach of the parents; (2) Extend support to secondary schools to prepare them for absorbing the numbers of students that will emerge as a result of the Programme support to the Primary schools (dormitories and improved education delivery)
<p>Health (Effectiveness) (Impact)</p>	<p>Broadly the KDDP goals under health have been achieved. Through this project, ICEIDA assisted government to improve service delivery at health units by equipping health units with essential items such. Solar panels, staff capacity development, transport and supporting the training of key personnel such as doctors and clinical officers. The review team however noted that the KDDP programme got involved in too many health related issues and this could potentially have reduced its impact in the sector.</p>	<p>During the next phase, the KDDP support to the health sector should be more focused with emphasis placed on fewer and more strategic health sector areas particularly the following:</p> <ol style="list-style-type: none"> 1. Satisfying the commitments made in the last phase particularly supporting the placement of qualified doctors and clinical officers in the district. The programme should remain committed to the training of the people already identified. 2. The KDDP programme offered scholarships for training of medical personnel in the district. These targets however have not yet been fully met.

Key Area Assessed	Key Findings and Implications	Recommendations (Next KDDP Phase)
	<p>Key outcomes include: Training of health providers has increased service delivery. Equipping the health units with basic but essential facilities such as solar panels and motor cycles has improved staff morale in especially remotely located centers. The health centre now receives some PHC fund from the central government. Through ICEIDA support, there has been initiation of the School Health Education in Kaganda, Bukasa, and Burazi primary schools. Increased intensity for immunization and other outreach programmes at the various health centers.</p> <p>Improving access by more than 15,000 people to primary health care services; (1) 12% increase in children who are fully immunized</p>	<p>There is need for more concerted effort to identify and recruit suitable candidates to take up the remaining scholarships.</p> <ol style="list-style-type: none"> 3. The possibility of setting up public private sector partnerships could be considered for managing remote health units could be explored. 4. The district health department should be encouraged to continue ensuring that HC maintain their ability to deliver the above services
<p>KDDP Relevance</p>	<p>From design to implementation, monitoring and evaluation stages, the KDDP's strategy have been strongly aligned to Kalangala district own development needs and priorities.</p> <p>In addition, the KDDP addressed the most critical needs/priorities of target communities and collaborated very highly with the relevant government structures/departments during its implementation. KDDP priority interventions were derived from the district priorities generated by the district participatory planning processes and also implementation of KDDP has been done by the relevant district departments.</p>	<p>During the course of this review, the evaluation team learnt that ICEIDA desires to see that the capacity built during the first phase translates into more effective control and ownership by the district. To achieve the above it will be essential in the design of the next phase to strike the right balance of handing down roles and responsibilities without jeopardizing the performance and delivery of programme outputs and outcomes.</p> <ol style="list-style-type: none"> 1. The review commends and recommends KDDP's continued collaboration and partnership with government and communities in the next phase.
<p>KDDP Sustainability</p>	<p>The KDDP had a very strong sustainability strategy which:</p> <ol style="list-style-type: none"> (1) Created opportunities for all key stakeholders including communities to participate in program design and implementation. (2) Built the capacity/empowered the PMC to guide the 	<p>Emphasis during the next phase should be put on:</p> <ol style="list-style-type: none"> (1) Retaining the PMC role of providing strategic leadership at national level while transforming the PIT into a technical advisory body at the district level. (2) Strengthen district ownership of the programme by releasing much of the day today implementation to the established

Key Area Assessed	Key Findings and Implications	Recommendations (Next KDDP Phase)
	<p>direction and operations of the program and;</p> <p>(3) Encouraged communities to take ownership of the programme</p>	<p>departments whose capacity has been built during the first phase of the programme.</p> <p>(3) Consider giving grants to the district to undertake the day to day expenditure while the programme monitors, receives accountability and provides technical support and guidance.</p> <p>(4) Consider supporting the growth of tourism as a strategic growth sector and exploring potential Public Private Partnerships could be a good starting point.</p> <p>(5) Strengthening partnership with government – including signing of agreements outlining the roles, commitment and accountability requirements for each party;</p> <p>(6) Developing a practical exit strategy which outlines critical milestones and timelines which will be followed to ensure a smooth phase-out of ICEIDA. Establishing a phase-out management team or incorporating this function within the PMT could be an effective strategy.</p>
<p>Lessons Learned and missed opportunities</p>	<p>This phase of the KDDP needed a stronger M&E strategy. The results so far achieved could have been strengthened by capturing and documenting more quantitative impact indicators. The documentation also needed to be both electronic and also in print. The monitoring functions could also have been strengthened by developing appropriate data collection tools/monitoring forms and an electronic database to facilitate proper data analysis, storage and usage</p>	<p>During the next phase the KDDP will need to strengthen its ME systems by:</p> <p>(1) Developing clear results statements;</p> <p>(2) Selecting instruments for collecting data at impact and output levels;</p> <p>(3) Continue supporting the district data bank process. The data bank should become an effective information and knowledge repository and retrieval point.</p> <p>(4) Creating opportunities for all partners to actively participate in program monitoring, evaluation and learning processes.</p>

CHAPTER 2: KDDP BACKGROUND AND CONTEXT

2.1 KDDP Location and Beneficiaries

Kalangala district is located in Lake Victoria in the central region of Uganda and is composed of 84 different islands of varying sizes. The district headquarters are located on the largest island called Buggala. The district borders with Wakiso, Masaka and Mpigi districts on the north and western sides and with Rakai and Karagwe province in the Republic of Tanzania on the south. The district has an estimated population of 34,766 people.

Kalangala district was formed in 1989 having been carved out of the then Masaka district. As a region Kalangala had been quite marginalized and was lacking in many aspects by the time it was made a district. It lacked most of the basic infrastructure that was essential for its functionality at the district level and the situation was even more wanting at the lower government levels. There was inadequate office infrastructure, the district lacked transport, motorized and especially water transport. Besides fishing there was hardly any other important livelihood base for the people. Most of the local government levels lacked the building infrastructure that was essential for them to transact business. The district was considered by many as a hard to go area and therefore most public servants posted there were reluctant to report in light of the difficulties highlighted above. The above limitations notwithstanding, Kalangala district, like all other districts in the country, was mandated in 1997, to deliver all decentralized services to the population. In light of the foregoing, the advent of ICEIDA and its commitment to work hand in hand with the district was well received both at national and district levels.

ICEIDA has extended support to communities in Kalangala district for more than 8 years. ICEIDA's partnership with Kalangala started with the Functional Adult Literacy Programme (FAL) implemented from 2001-2004. Towards the end of the FAL programme, ICEIDA and Kalangala district undertook a discussion on the future development aspirations of the district. These discussions were held at a time when the district was also developing its own long term development plan. The discussions culminated into agreement for ICEIDA to support the district development plan. Subsequently a comprehensive needs assessment that led to the design of the ten year KDDP was conducted. The KDDP has been implemented since 2005.

The KDDP was designed as a ten year programme of which five years have so far been implemented. The KDDP was designed with an estimated -program budget of approximately Dollars 7.million (which would primarily be funded through sponsorship by the government of ICELAND).

2.2 KDDP Design, Baseline and Strategic Needs

As mentioned under 2.1 above, the Kalangala district development Programme was designed as a follow up on the FAL programme that had been successfully implemented in the district with support from ICEIDA. Following a comprehensive assessment of the district needs, four key priority areas were identified for possible collaboration and support. It was on the basis of these priority areas that ICEIDA committed to support the district efforts over a ten year period with focus placed on the following sectors:

- Administration
- Fisheries
- Education
- Health

2.3 National and District policy context under which the Programme was implemented.

As mentioned above the KDDP was designed within the general framework of the National Poverty Eradication Action Plan (PEAP). When the PEAP was adopted as the national development framework, *decentralization too was adopted as the institutional mechanism through which* the PEAP aspirations were to be pursued. Consequently, the four priority sectors in which ICEIDA invested were aligned to the national development priorities as derived from the five PEAP pillars.

While the KDDP support to Kalangala district administration responded to the aspirations under PEAP pillar 4 on good governance, the support to the fisheries sector linked to pillar 2 which focused on enhancing production, competitiveness and incomes. The PEAP, under pillar 2, defines the fisheries subsector as “an important area of growth. The newly established Fisheries Agency will oversee the provision of services to the sector. Local beach management units are being established to ensure sustainable management at the community level”²

The KDDP interventions in the education and health sectors, meantime, responded to the aspirations of PEAP pillar 5 that focused on human development.

Therefore Kalangala district, just like all other districts of Uganda, adopted and socialized the national development goals and aspirations as defined in the Poverty Eradication Action Plan (PEAP).

The, Kalangala district local government development Plan was consequently framed and implemented along the PEAP priorities. Decentralization was the context in which the implementation took place which meant that the district leadership took overall responsibility for project execution and delivery.

Decentralization allowed for decongesting power and service delivery from central government to local developments. It was in this decentralized context that the KDDP was designed and has been implemented.

² Poverty Eradication Action Plan (2004/5-2007/8)

2.4 Overall Goal and Objectives

The Overall goal of the KDDP was to contribute to the eradication of extreme poverty from the island district of Kalangala. KDDP stemmed from the recognition that although in the district there were ongoing national programmes such as PAF, LGDP, UNICEF, NAADS, Support to HIV, their impact was minimal. This was because there were critical capacity gaps and limitations in most sectors that hindered effective service delivery. These gaps were peculiar to Kalangala partly because of its history, geographical location and demographic feature.

The ICEIDA through the KDD Programme therefore aimed at providing the district with reliable technical and financial support so as to overcome those gaps and respond to the development and social needs of the Kalangala community

In order to address those gaps ICEIDA identified and committed to support the district by focusing on the following:

1. ***To improve the effectiveness of the district administration staff in Kalangala district by 2013.*** This capacity building outcome would be achieved through: training of district staff, supporting of the district financial needs.
2. ***To improve access, by the 34,000 island population, to health facilities and services in Kalangala district by 2015*** through construction/furnishing of rural health centers, training of community health workers (CHWs) and promotion of immunization for children.
3. ***To improve the fisheries sector in the district and transform it into a more effective means of income and livelihood.*** This fisheries outcome would be achieved through improvement of landing sites, supporting the acquisition of fishing gear, training and skills development in fish handling and market development support.
4. ***To improve the quality of education on the island. This outcome would be achieved through supporting development of schools infrastructure such as classrooms, dormitories, teachers' houses, scholastic materials, printing and circulation of examinations and tests, equipment and easing of water transport.***

2.5 Summary of ICEIDA's support to Kalangala District

ICEIDA's support to KDDP in the last five years can be broken down as follows:

Table 2: KDD Programme objectives

Programme focal area	Immediate objective	Major interventions
Local government Administration/Support to NGOs/PSOs	Efficient and effective leadership administration and management of public, civil society and private agencies in Kalangala district by 2015.	<ul style="list-style-type: none"> ➤ Support to district planning and budgeting. ➤ LLG planning and budgeting ➤ Data bank Local revenue capacity ➤ Staff capacity building ➤ Staff development. ➤ Quarterly joint monitoring. ➤ Quarterly field audits ➤ Office infrastructure and facilities. ➤ Private sector and NGOs in the distr supported. ➤ Village development plans develop

		<ul style="list-style-type: none"> ➤ Village development master plans developed (physical plans)
Fisheries:	Sustainable quality fisheries production and marketing in Kalangala district by 2015.	<ul style="list-style-type: none"> ➤ Capacity building fish quality Infrastructure and facilities. ➤ Capacity building WATSAN. ➤ WATSAN facilities developed.
Health	Equitable access to quality health services in Kalangala district by 2015.	<ul style="list-style-type: none"> ➤ Outreaches ➤ School Health support ➤ Capacity building ➤ Health facilities equipped and maintained. ➤ Strengthened HUMs ➤ Public private partnerships. ➤ Upgrading health units ➤ Health planning strengthened. ➤ Health programmes effectively coordinated and well managed. ➤ Strengthened HMIS.
Education	Promote quality education In the district	<ul style="list-style-type: none"> ➤ Training education officers. ➤ Training head teachers in management and administration. ➤ HIV Aids sensitization, implementation of HIV AIDS sensitization, implementation of gender analysis mainstreaming and sanitation ➤ Training governing bodies in appropriate leadership.

CHAPTER 3: MIDTERM REVIEW PURPOSE AND METHODOLOGY

3.1 Review Purpose and Objectives

As an integral part of programme management, this midterm review was commissioned to assess the results of the first phase of the programme. In particular, the review aimed at assessing the outcomes and impact of the programme and to examine the effects on the communities and institutions in the target area.

The outcomes from the review would inform the design and planning processes of the second phase of the KDDP programme. To achieve this goal, the following issues were addressed:

1. **To assess the relevance of programme/project strategies** (especially the extent to which the KDDP strategies addressed the critical needs and priorities of the district in the areas of administration, fisheries, education and health and the extent to which project/program strategies were aligned/contributed to government priorities for Kalangala district. Under this objective, the evaluation was also designed to identify and prioritize unmet/emerging needs (and any changes in the KDDP context) which should be addressed by the next phase of the programme.
2. **To quantitatively and qualitatively assess the effectiveness** of the first five years of the KDDP (the extent to which the KDDP implemented all planned projects and met/did not meet/exceeded its targets) and document contributing factors;
3. **To qualitatively and quantitatively assess the impact** of KDDP interventions (focusing on the extent to which participating in KDDP activities have changed or not changed peoples' lives in Kalangala district. Under this objective, emphasis was placed on assessing the impact of KDDP interventions in education, fisheries, health and sanitation as well as in overall management and coordination of district programmes.
4. **To assess the efficiency** of KDDP operations (the extent to which KDDP used/did not use resources in the most cost-effective way possible - in comparison to established industry standards/best practices for similar programmes.
5. **To assess the sustainability** of KDDP operations, activities and outcomes especially: the capacity of local leadership structures to become increasingly involved (ownership) in planning, implementation and M&E of critical program activities; existing gaps/solutions; strategic alliances; partnerships built by the KDDP (e.g., between district and other partners and NGOs) to enhance sustainability.
6. To review KDDP assessment, design, implementation/monitoring and evaluation processes and **document conclusions and lessons learned** which can be integrated in the planning process of the next five years of the KDDP.

3.2 Evaluation methodology and approach

This evaluation combined both qualitative and quantitative methods and tools to generate data. This methodology is described below.

3.2.1. Household Quantitative Survey Design

The evaluation team collected household data using a questionnaire which was developed through a participatory process. A draft questionnaire was developed by the consultant using the evaluation terms of reference and key KDDP documents (process review report, three year district development plan, Programme design document and progress reports). Later the draft questionnaire was presented as part of the inception report; it was pre-tested and revised by the consultant and a team of 12 enumerators.

3.2.2. The Sample Size

Although at the submission of the inception report a sample size of 500 households had been anticipated and proposed, this number was eventually lowered down to a total of 408 households. This sample size was deemed to be sufficiently representative of the total population of the district. The respondent households were distributed across the seven sub counties that make up the district based on their geographical locations.

Distant Sub- counties were accorded less household so as to minimize movement on the lake which was experiencing bad weather at the time of the review and was therefore deemed unsafe. Subsequently, the sub- counties on the main island were substantially given a higher number household respondent. Later during the review process the weather became worse on the lake and visits to two of the sub counties were cancelled for safety reasons.

3.3 Sampling and data management

To minimize bias, the review team employed a 2-stage cluster sampling methodology. At the first stage, all seven sub counties were targeted, using their estimated population sizes. Thereafter, sample landing sites and villages were selected from each sub county to participate in the review. Similarly, estimated population sizes of villages were used to select eligible villages. Finally, the maximum number of households required from each village was selected using probability proportionate to size – a sampling technique which uses population estimates to ensure that, the number of households selected from each village is proportionate to the relative population size of that village. Thus, the villages which had higher population densities had more households selected from them than those with lower population densities.

In each of the selected villages, households were randomly selected using available village lists. This ensured that each of the households had equal chance of being selected. Data collection was undertaken by a team of locally based 12 research assistants identified with support from Kalangala District administration. Data was entered using Ms-Excel 13.0 and analyzed using SPSS. In addition, data was

cleaned and refined at two levels. During level one the evaluation team leader, randomly selected 10-15% of all completed questionnaires and thoroughly cross-checked them to ensure data had been properly entered at field level.

3.4 Qualitative Data Collection and Analysis

Qualitative data was collected through key informant interviews and focus group discussions. At the community level, key informant interviews were conducted by the evaluation supervisors in each of the selected villages and landing sites with community leaders, leaders of fisher folk. In addition, the consultant interviewed key informants at the district level including: The district Chairperson, staff of KDDP, the CAO, and heads of departments of education, fisheries, and health as well as with sub country chiefs.

Focus group discussions included members of staff in supported schools, BMCs, women groups, school children and heads of health units. Key informants interviews were conducted using an interview guide that covered the following components: -

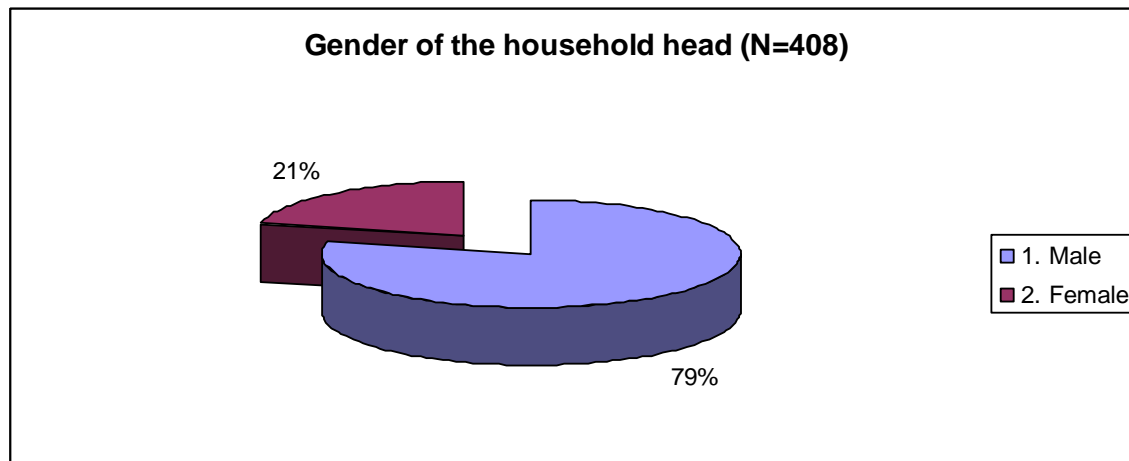
- Reflecting on the situation before KDDP was implemented.
- Assessing KDDP its relevance, effectiveness, efficiency, and impact created sustainability.
- Appreciating the achievements made.
- Reflecting good practices and vital lessons learnt from project design, implementation, monitoring and evaluation stages

Analysis of the qualitative data was ongoing and at the end of each interview/group discussions, the evaluation team leader met with team members to summarize key findings of the day. These findings were grouped according to the major themes of the review. Finally, qualitative findings were aggregated/collated and triangulated with quantitative findings.

3.5. Respondents socio- demographic characteristics

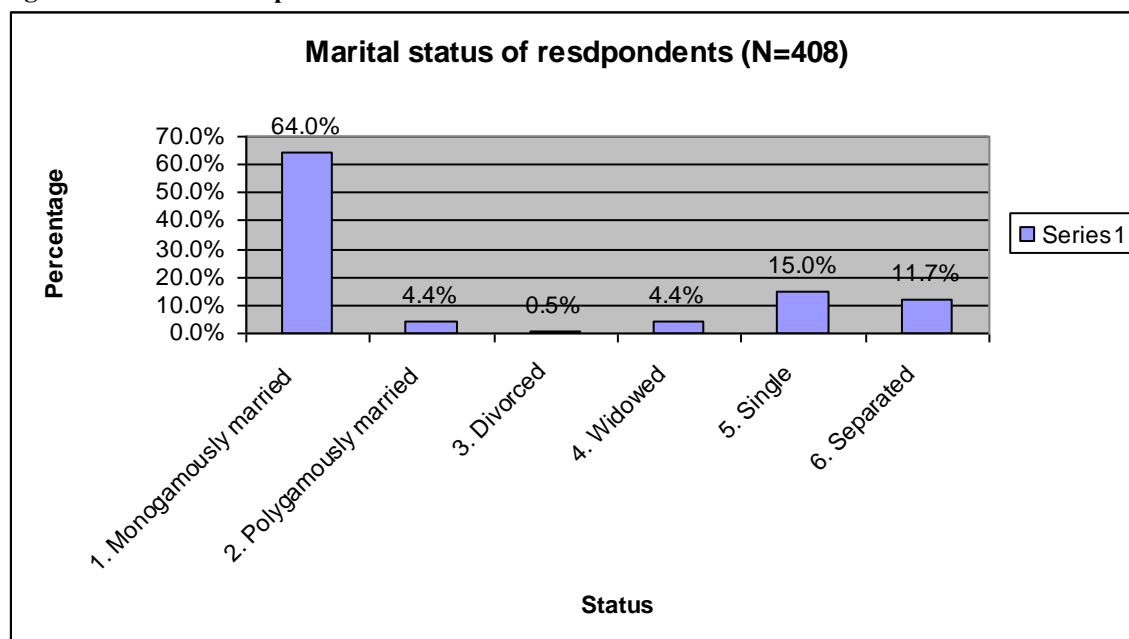
3.5.1 Household respondents

Figure 1: Household respondent categorization by gender



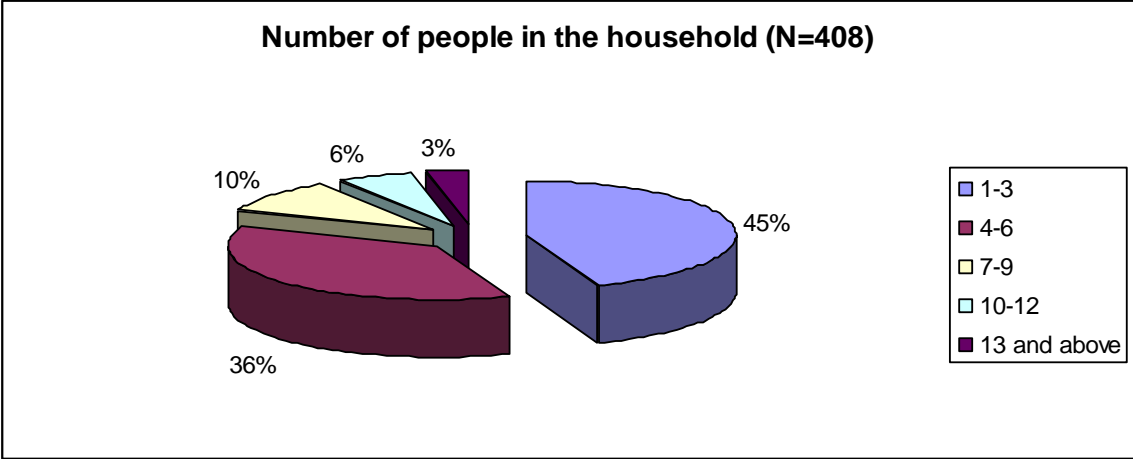
Majority (79%) of the 408 respondents interviewed were male headed households while 21% were female headed. These results are consistent with the findings of the baseline survey conducted in 2005 which showed that a majority households in the district are male headed. Evaluation findings also indicate that the majority (64%) of household heads sampled were monogamously married.

Figure 2: Household respondents' marital status.



While the average household size in Kalangala of 2.6 is just below the national average of 4.7%, it nevertheless implies that households in Kalangala face the same livelihood challenges as households in other parts of the country. The case in Kalangala is made even more significant because of the fewer livelihoods alternatives available to the people.

Figure 3: Respondent household sizes



The figure above shows that of the 408 respondents, 45% lived in households of 1-3 people while 36% lived in households with 4-6 household members.

The population within the district is growing at an average rate of 6.5%³ per annum (which is above the annual national population growth rate of 3.2%). This is quite significant also considering the limited resources in the district particularly land. It implies that there is mounting human pressure on the natural and physical resources of the district. Therefore assessing the impact of KDDP interventions needs to be seen in the broader context and especially of a rapidly expanding population.

³ Source: UBOS 2002 Uganda population and Housing census, Analytical report, population composition, Oct 2006; UBOS: profiles of Higher Local governments (May 2009).

CHAPTER 4: REVIEW FINDINGS AND THEIR IMPLICATIONS

The review findings presented in this chapter are organized in 4 sub-sections. Section 4.1 examines KDDP support to the district administration and its overall relevance and effect. Section 4.2 focuses on fisheries interventions, section 4.3, education and; section 4.4; Health

4.1 KDDP support to District Administration

As already mentioned KDDP support to the district administration was one of the main areas of intervention for the programme. The decision to provide capacity building support to the district was derived from the baseline assessment that revealed gaps in the capacity status of the district vis- a-vis its mandate and obligations. The baseline survey conducted in 2005 indicated that the district service delivery was ineffective due to human, technical, resource as well as procedural and infrastructural limitations.

The review established that ICEIDA capacity building support intended to strengthen the management and decision making processes in the district by focusing on:

- ❖ Physical infrastructure development by way of constructing and refurbishment offices at the district and sub county levels.
- ❖ Strengthening planning, data management.
- ❖ Support auditing and financial management at the District and Sub- county levels
- ❖ Capacity building training to the District staff in various technical aspects.
- ❖ Training of community facilitators to enable dissemination of the programme to lower levels
- ❖ Formation of a data bank for the District.
- ❖ Strengthening monitoring and supervisory processes at all levels

4.1.1 Relevance of the Capacity building

To assess the relevance of the capacity building interventions the review sought to establish the nature of capacity building that the program supported and whether respondents felt such capacity building was relevant. To generate this information the question was put to all the key informants who were met. Below is an outline of the capacity building variously offered by the programme from the perspective of respondents met:

(a) Staff training and retooling

- a. Administration staff trained in strategic and action planning.
- b. CDOS and fisheries officers trained in monitoring and supervision and fisheries conservation
- c. Staff in different departments were trained in finance and management, fisheries conservation etc
- d. Training in documentation and accounting

(b) Infrastructure and equipment

- a. Sub county office blocks were built
- b. Departments given boats and engines
- c. Computers were supplied to target departments
- d. Motorcycles and vehicles including the one for the CAO and the district staff van were procured with programme support
- e. The programme constructed school buildings (two dormitories (to house 160 pupils) and kitchens worth 800 million shillings)

- f. Programme supported the construction of two model villages.
- g. Supported renovation of 3 health centre III, units in Kyamuswa, Bubeke, Bujumba and Bufumira Sub counties and equipped them with solar power and offered minor repairs to all 10 health units in the district. .
- h. Support was also extended to health centre IV the main health center in the district.

(c) Systems and procedures

- a. Facilitated a Human Resources needs assessment study for the district and a strategic human resource development plan
- b. Facilitated a Revenue Enhancement Survey and a Strategic Revenue Enhancement plan.
- c. Efficient and timely financial resources allocation and distribution.
- d. Supported efforts to set up a district service committee.
- e. Procurement systems
- f. Supported the bottom-up planning processes in all sub counties in the district as part of the process of developing a comprehensive district development plan. .
- g. Schools have been supported with monthly and termly assessment tests, scholastic materials, text books and papers.

Broadly, all respondents felt that the above interventions were not only relevant but also very crucial for the district. As mentioned elsewhere in this report the district is considered as a hard to go area mainly because of its geographical location in the lake. As a result it is not very attractive for many civil servants posted there and even when they are posted their turn over is high. However with the support from ICEIDA, most of the departments that benefited from the programme have now become both visible at district level and effective at community level.

In his assessment of KDDP relevance, the Acting CAO for whom KDDP was one of the core areas of focus had this to say,

“I do not know where Kalangala district would be without our good friends ICEIDA. They have done a tremendous job and they do a very good job and fulfill all their commitments. I have never heard ICEIDA say they do not have money. If there have been any lapses in implementation these are solely ours not ICEIDA’s. In my view KDDP has made it possible for us as a district to deliver on the most critical aspects of its mandate which would have been impossible without such support”.

4.1.2 Effectiveness of the programme support to administration

To assess KDDP Programme effectiveness the review explored two dimensions. On the one hand, using the effectiveness assessment tool, the review assessed the degree to which planned activities were achieved annually and cumulatively during the five years. The information was generated through the use of the effectiveness assessment tool. ⁴

⁴ Effectiveness assessment tool attached as annex five.

The table below summarizes the outcomes of the effectiveness assessment of implementation of programme interventions under administration.

Table 3: Effectiveness Assessment – KDDP Support to Administration

Intervention	Five year Target	Five year achievement	Five year Percentage coverage
District Planning/budgeting			
a) 28 District facilitators trained	84	69	82.1%
b) 35 Sub-county meetings held	35	21	60%
c) DDP rolled annually (KDDP supported only)	5	4	80%
d) 5 Annual BFPs produced (KDDP supported)	5	5	100%
e) Annual budgets and work plans produced (KDDP supported)	5	4	80%
b) 7 LLG budgets produced annually (KDDP Supported)	35	21	60%
Data Bank			
a) 64 data focal point persons trained	73	71	97%
b) 300 data collection tools for logistics produced	300	258	86
c) 9 staff trained in logistics	-	-	-
d) 5 Statistical reports produced	5	0	0%
e) Functioning district data bank in place	1	0.7	70%
Local Revenue Capacity			
a) Revenue enhancement plan developed	1	1	100%
b) 25 staff trained in revenue and expenditure data management	50	25	50%
Staff Capacity Building			
a) 12 scholarships awarded for certificate courses	12	13	108%
b) 45 participants in 6 workshops trained in generic skills	6	3	50%
Staff Development			
a) Comprehensive CB Plan produced	1	1	100%
b) District training Policy formulated	-	-	-
District Administration, Monitoring and Evaluation Capacity strengthened			
Quarterly Joint Monitoring missions carried out	8	5	62.5%
Computers Sets procured	13	10	76.9%
Engines and Boats Procured	4	2	50%
Motor Cycles Procured	5	4	80%
Motor Vehicles procured	2	2	100%
Digital Camera Procured			100%
Quarterly Field Audits executed	9	7	77%

Office Infrastructure and Facilities			
a) District Administration Block constructed	1	0	0%
b) 2 New Sub-county Office Blocks constructed	2	1	50%
c) 2 Sub-county Office Blocks completed	2	1	50%
d) 2 Transient staff hostels constructed	2	0	0%
Private sector and NGOs in the district supported	3	3	100%
Village Development Plans Developed			
a) 250 Customized Planning Manuals produced	250	250	100%
b) 5 villages organized for planning	5	5	100%
c) 48 Community facilitators trained	48	60	166.6%
d) Baseline Surveys/Villages Profiling in 5 villages done	5	5	100%
e) Village situation reports produced	5	5	100%
g) Village Plans produced	5	2	40%
Village Development Master Plans (Physical Plans) Developed			
a) Land for 5 beaches secured	5	5	100%
b) Topographical surveys and maps for 5 villages produced	5	5	100%
c) Topographical maps disseminated in each of 5 villages	5	5	100%
d) Physical plans for 5 villages developed	5	2	40%

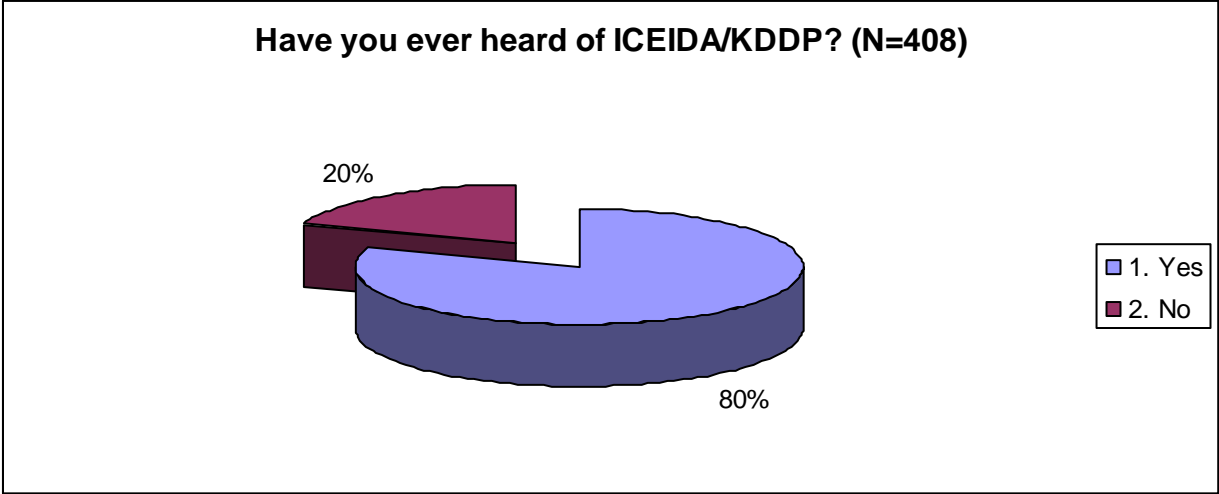
Table three above shows that broadly the programme effectively met its planned targets. KDDP supported a wide range of interventions aimed at enhancing the administration capacity of the district. In most of the targeted sectors, the programme effectiveness in meeting targets was excellent and in some exceptional cases programme performance surpassed targets.

The few areas, production of statistical reports, construction of district administration building and construction of transient hostels, where little progress was made, the causal factors were external to the programme. These included issues such as failure to procure construction sites and failure to recruit relevant staff. These factors are discussed in more detail in other parts of this report. The review also established that as programme implementation progressed essential changes were made and or some targets were lowered to respond to realities on the ground.

To further assess the effectiveness of the programme support interventions under administration, it was essential for the review to also seek the views of the recipients of those services-respondents at household level. Respondents were initially asked if they had heard of: ICEIDA. The figure below shows that, 80% of respondents had heard of ICEIDA while 20% had never heard of the Programme. Considering that the population of Kalangala is largely migrant and often relocates to new places even

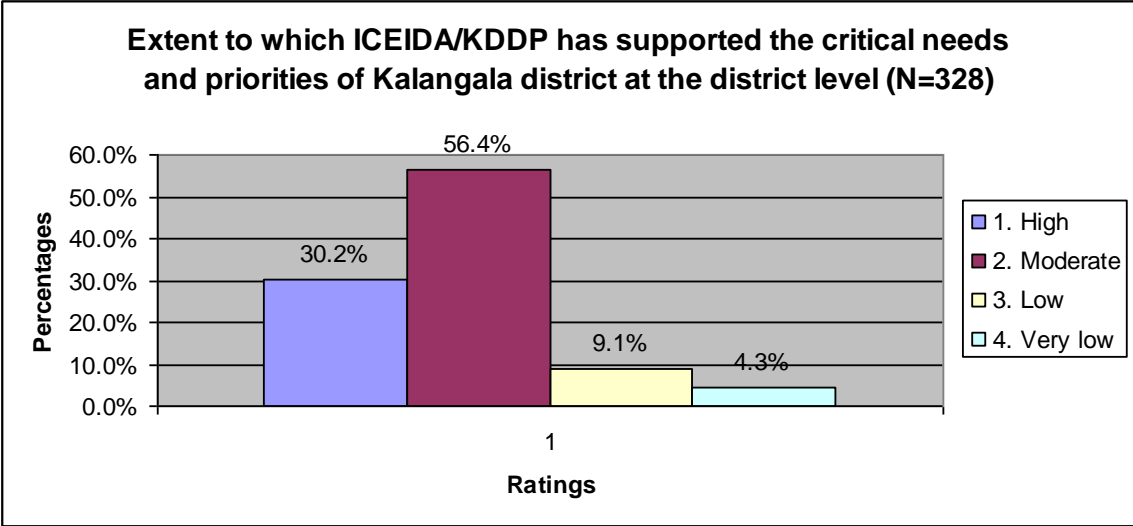
within the district it was quite significant that a majority of respondents knew about the programme. ,

Figure 4: Respondents knowledge of ICEIDA/KDDP



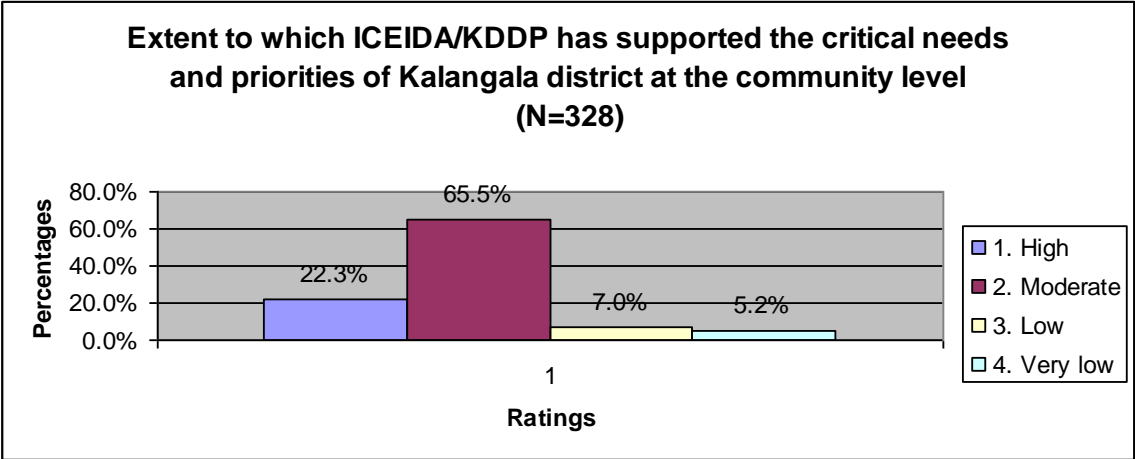
Household respondents that reported having heard of KDDP/ ICEIDA were then asked to share their views on the extent to which ICEIDA had supported the critical needs of Kalangala district at the three levels of district, community and individuals. Their responses are summarized in the figure five below

Figure 5: Respondents assessment of the extent to which ICEIDA had supported critical needs at district level.



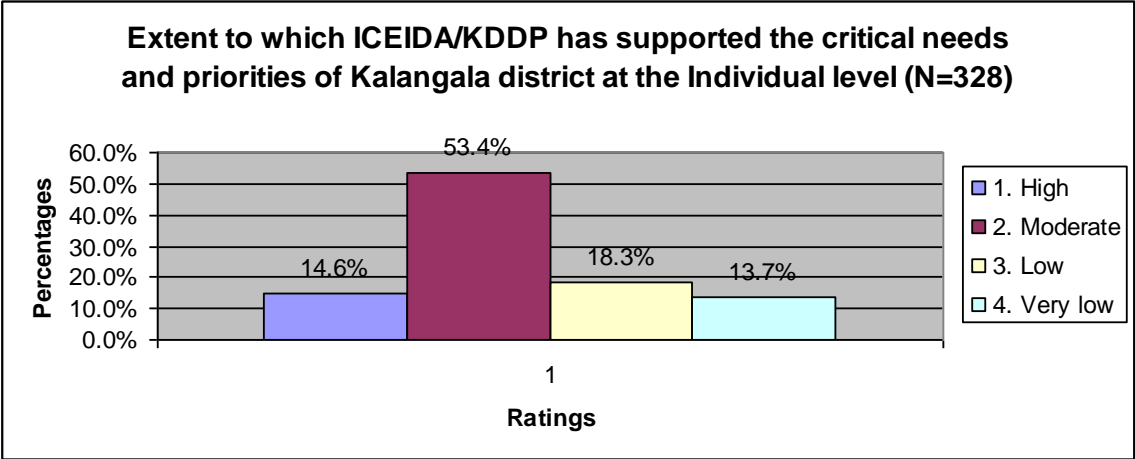
As it is indicated in the figure above, of those who had knowledge of the ICEIDA’s support to the district level 56.2% rated the support as moderate, while 30.2% rated is as high. This affirms that in the eyes of the recipients of district services, the KDDP has been very effective. The effectiveness was examined further through similar assessment of programme performance at community and individual levels as shown in figures 6 and 7 below:

Figure 6: Programme support at community level.



As noted in the figure above, 65.5% of the respondents viewed the programme as moderately positive at community level.

Figure 7: Programme Support at individual level



At individual level as indicated in the figure above, 53.4% of the respondents who had knowledge of ICEIDA’s support to KDDP rated the programme as moderate, 14.6% as high and 18% as very low. The positive rating further attests to the general view that programme interventions were effective. The reasons advanced for the positive ratings of the programme are summarized in table 4 below:

Table 4: Reasons for rating programme performance positively

District level	Community level	Individual level
Infrastructure development	Infrastructure development	Provided education
Training	Proper planning	Provided training
	Training	Provided improved sanitation and hygiene

Effectiveness of the administration support component- the case of the district admini building

One of the reasons advanced by respondents, who rated administration support poorly, was the failure to construct the district administration building. Considering the number of times that discussion on this issue was mentioned during focus group discussions and key informants interviews, the review team carried out a brief profile on the issue.

- During the needs assessment exercise, poor working conditions at district and sub county level were identified as one of the major hindrances to effective performance of district staff.
- Poor working conditions were defined as the poor quality office buildings that housed the various departments and the administration.
- The poor working environment was mentioned as a major cause of low staff morale and a demotivator that caused low self esteem and often led to staff turnover.
- Some departments did not even have offices; others had to share office space.
- Under support to administration support to construction of a modern district administration block was ranked as a key priority.
- ICEIDA agreed to support the construction of a modern district administration block and the district agreed to provide the land for the construction. .

By the time of the midterm review, the administration block had not been built. Partly because of the following reasons:

- The slow process of decision making coupled with a heavy government bureaucratic system and lack of sensitivity to the realities in the district by decision makers elsewhere especially those in Kampala caused the district leadership to fail to procure the land needed for the construction.
- In his submission on the matter the LCV chairperson attributed the failure to acquire the land in time to lack of sufficient communication and trust among stakeholders.

Implications

- The district administration block remains a key priority area for the district that the programme should support in the remaining period of the of the KDDP.
- The capacity building support to administration needs to include a component that addresses the aspect of negotiation and trust building which in the view of the review team were lacking and partly contributed to the delay in land procurement for the building.

4.1.3 Impact of administration support

To assess the impact of the KDDP support to the district administration requires reconnecting to the reasons why the interventions were made in the first place so as to determine whether the situation had improved or not. It is also essential to connect with the historical reasons that were at play at the time of forming Kalangala district but which have ramifications to the kinds of challenges that the district is currently confronted with. Baseline studies show that before when the district was formed in 1989, it virtually started from scratch having been neglected over the years by both the central government and Masaka district. The district lacked the entire basic institutional and physical infrastructure to enable it to deliver satisfactory services to the population. Offices at the district level were inadequate for all departments while at the sub county levels the situation ranged from a complete absence of physical infrastructure to structures at various stages of construction.

By supporting the district administration, ICEIDA through KDDP, desired to contribute to improving the effectiveness and efficiency of service delivery of the decentralized local government at district and sub county levels. For the review to assess whether the above had been achieved, views were sought from respondents, during household interviews.

The survey particularly aimed at determining the extent to which respondents were or were not satisfied with the quality of service delivery of the district departments. This was used as a proxy measure of impact since poor service delivery was highlighted as a major baseline factor that justified KDDP support to the administration component of the programme.

In light of the above, the review examined impact of KDDP support to the district at two levels, the district level and how this subsequently impacted on individual livelihoods particularly income.

Figure 8 below, summarizes respondents' satisfaction levels with the quality of service delivery rendered by district actors after receiving capacity building from KDDP. The respondent satisfaction levels were used in the survey as a proxy measure of positive impact considering that at baseline level dissatisfaction with the quality of service delivery was one of the key issues highlighted by respondents.

In the same measure respondents were asked to share their views on what needs to be done in the future to maintain the quality of service delivery. The outcomes of these responses are presented in figure eight below.

Figure 8: Satisfaction levels with administration services.

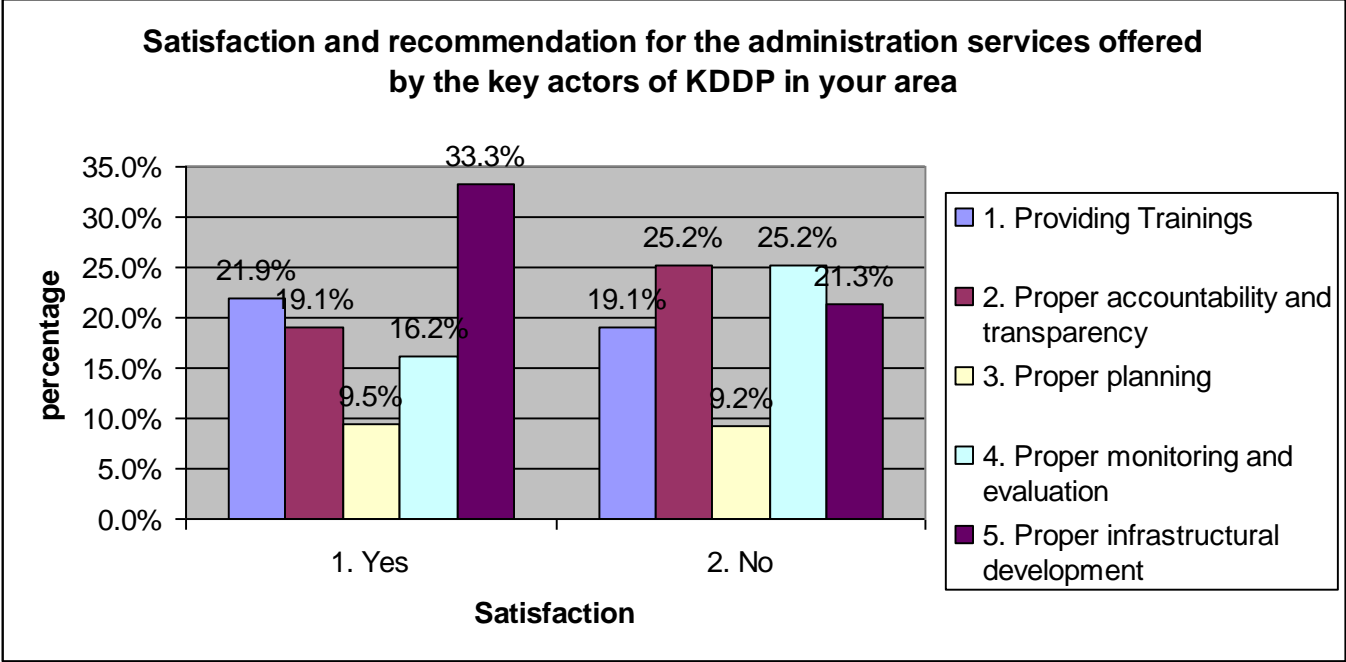
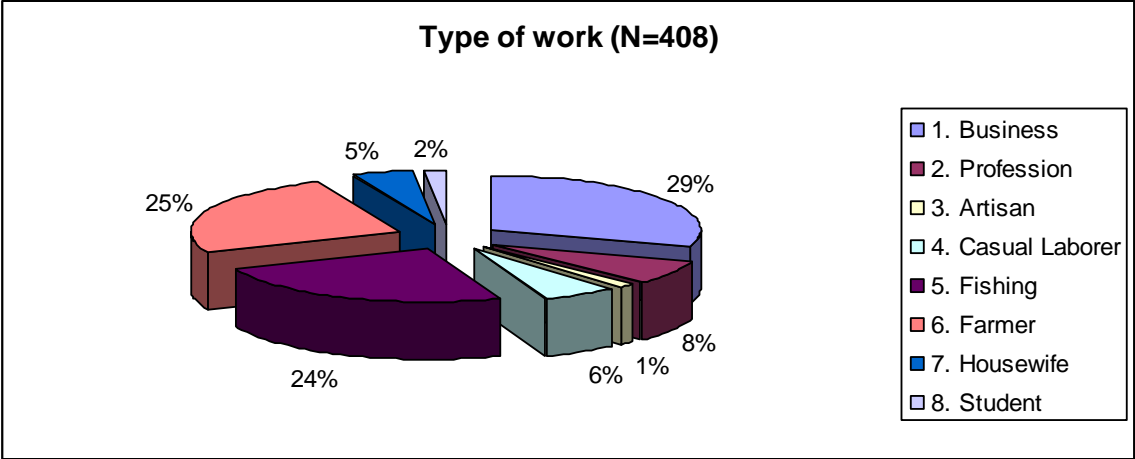


Figure 8 shows that the highest level of respondent satisfaction with the KDD programme interventions in the administration sector was in the area of infrastructure development. This was mentioned by 33.3% of the respondents at household level. 21.9% of respondents mentioned provision of training by district departments as the area in which they were most satisfied while 19% were satisfied with the proper accountability given by the district, 16.2% expressed satisfaction with the monitoring and evaluation of programs while 9.5% mentioned proper planning as the area that they were most satisfied with.

In terms of recommendations for the future, an equal number of respondents 25.2% both mentioned the need for the district to do more on accountability and proper monitoring while 21.3% mentioned proper planning and 19.1% mentioned the need for providing trainings. 9.2% of the respondents mentioned proper planning followed by infrastructural development 21.3% and provision of training 19.1%.

In assessing the impact of the programme on households and livelihoods, the review examined the extent to which programme interventions affected livelihoods especially household income generating activities, and assets. The diagram below summarizes household income generating activities undertaken.

Figure 9: Type of work done by households



The figure 9 shows that 29% of respondents derived household income from doing business while 25% derived their income from farming, 24% from fishing respectively. A deeper assessment of the business aspects revealed that a majority, over 90%, of the businesses undertaken were actually linked to the fisheries sector. These included dealing in the fish itself, such as sun drying, bulk buying and marketing of fishing, sell of materials and equipment such as engine parts, nets and hooks, hiring life jackets, boat repairs, and bars and restaurants. Other income sources that were mentioned included 6% casual laborers, 8% formal salaried employment.

The above findings point to the fact that, by investing in the capacity development of the fishing sector at district and community level, the KDDP was investing in the largest employment sector on the island and thus indirectly positively impacting the livelihoods of a majority of the people on the island.

4.1.4 Efficiency of administration support

To assess the efficiency of the KDDP support the review generated views on how the KDDP resources were deployed. In response to the question (whether KDDP was efficient in executing its mandate) all respondents met during the focus and key informants interviews agreed that KDDP was very efficient.

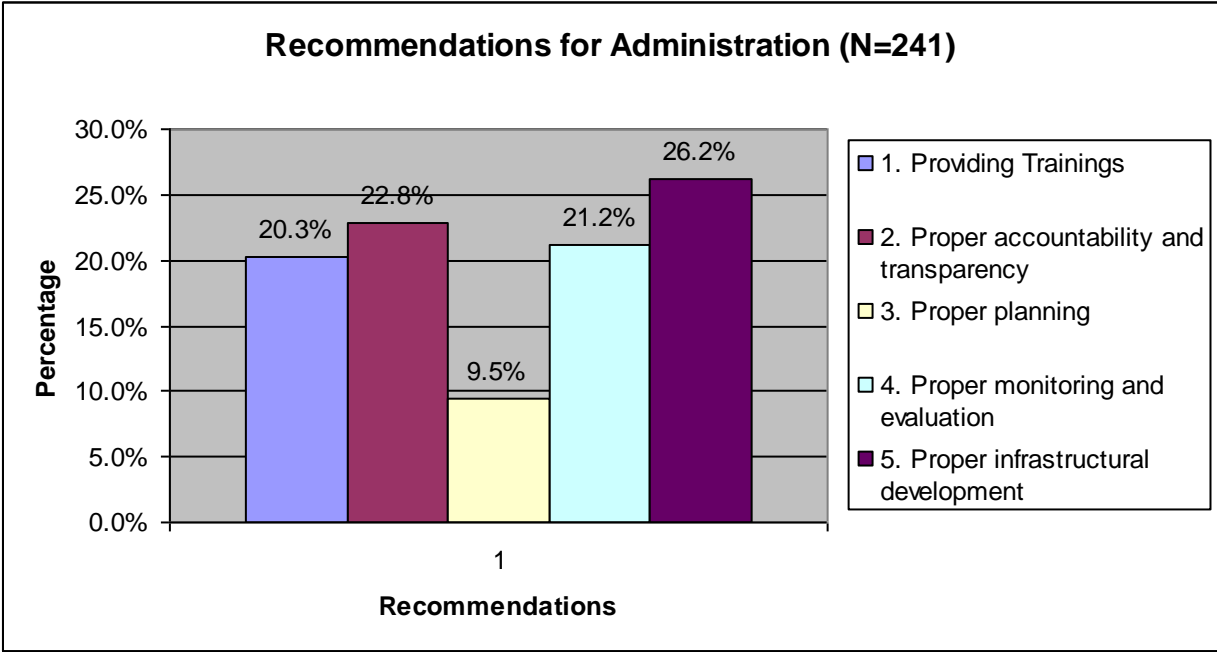
The CAO in his submission about the efficiency of the programme said

“ICEIDA has a very clear implementation work plan to which they have committed resources. I have not heard of any case where they have failed to meet a commitment that they already made in the plan unless they were let down by other stakeholders. In that case therefore would say that they are very efficient. We as a district service provider only need to learn to emulate such levels of efficiency “

4.1.5 Sustainability of administration support

Although the review examined the KDDP programme midterm performance, it was essential to assess the extent to which programme outcomes could be sustained. The review particularly examined the institutional mechanisms that were being developed for this purposes. Respondents’ views on sustainability were also generated and are reflected in the figure below:

Figure 10: Respondents recommendations for the administration support for the future



4.1.6 Key Implications raised by the findings

The above overview shows that by addressing the capacity and infrastructural needs in the various district departments the KDDP injected new energy and impetus in the way district departments viewed their roles and performed their work. It also shows that the departments became more visible and relevant to the people they serve.

- It is particularly important to note that the investment in crucial sectors such as office equipment and transport underscored the critical link between employees work environment and the supporting infrastructure that is needed to get work done.
- Kalangala district capacity building interventions are very relevant and to sustaining them they should be undertaken within the auspices of a broader strategic district capacity building master plan. It would be useful for the district personnel department to put in place a comprehensive district human resource development plan.
- Further, capacity building should be understood both in terms of software components such as improving human knowledge and skills as well as in terms of hardware components such as making available critical equipment and facilities e.g. computers, transport and furniture and infrastructure such as roads and landing sites.
- To determine the impact of capacity building interventions there needs to put in place a well defined monitoring and review system.

4.2. The KDDP's Fisheries and WATSAN Sector interventions

The KDDP plan for improving the fisheries sector targeted improving the fisheries infrastructure and marketing and provision of quality basic facilities such as health, education and water and sanitation.

Through its support to the fisheries sector KDDP aimed at achieving the overall goal of, "Sustainable quality fisheries production and marketing in Kalangala district by 2015" According to programme log frame, the KDDP's strategy towards achieving this goal had the following 4 major components: (1) capacity building on fish quality (2) Infrastructure and facilities (3) Capacity building in WATSAN (4) WATSAN facilities development.

Prior to the KDDP interventions and despite the fact that the fisheries sector was very crucial to the district, it was characterized by a number of shortcomings. The landing sites were poorly equipped, characterized with poor hygiene including poor disposal of solid human fecal waste, lack of safe clean water. As a result of the above, the fish industry in the entire district was poor and fish quality was bad. Hence the sector was not contributing as much revenue in the district as the case would have been had the sector been better organized. In addition the fisheries department, which is mandated to oversee the operations of the fisheries sector, was not sufficiently equipped and capacitated to positively transform the sector. It was in response to the foregoing that the KDDP interventions under fisheries were conceived.

4.2.1. Relevance of the Fisheries interventions:

To assess the relevance of the fisheries sector interventions the review undertook a comprehensive assessment of Namisoke landing site one of the two that the KDDP supported to transform into a model village.

The case of Namisoke fishing model village a case profile

Namisoke Fishing Village is situated in Bubeke Sub- County, Kalangala District and is one of the five landing sites earmarked for development into model fishing Villages under the Kalangala District Development Programme.

Prior to 2006, Namisoke fishing Landing site was:

- *Under the leadership of Mr. Katonnya there was a small shade as the major structure.*
- *Houses were built using bamboo*
- *Though later gazetted by the government of Uganda as a fish landing site little was done especially on sanitation.*
- *There were serious health problems especially malaria, diarrhea and dysentery.*
- *Lack of clean water, toilets and poor hygiene especially of the fishermen.*
- *Poor fishing methods and lack of coordination among the fishermen*
- *.Had limited access to ready fish market*

Photos 1 Landscape adjacent to Namisoke landing site





The photos above were taken of the landscape adjacent to Namisoke landing site.

Namisoke Model Fishing Village- after ICEIDA KDDP support

ICEIDA support to Namisoke commenced in 2006 after reaching understanding with community members who offered their land freely as part of their contribution. Since then, ICEIDA's support to Namisoke has included:

- ❖ *Formation of a beach management Unit*
- ❖ *Training of volunteers as BMU instructors and WATSAN Mobilizers*

- ❖ *Construction of toilets*
- ❖ *Up grading the site with the provision of facilities like construction of houses, provision of water tanks, solar panels etc*
- ❖ *Provision of clean piped water*
- ❖ *Support to the health sector*
- ❖ *Support to Bubeke Primary School and Training of teachers.*

Photos 2: Photos of landscape changes on Namisoke with ICEIDA support.



Photos 3 Fishing net repairs and improved fish drying on the landing site of Namisoke model village



Photos 4 Improved fish handling methods after ICEIDA KDDP training.



Photos 5: Improved toilet facilities at Namisoke done with ICEIDA support.



It is essential to note at this point that prior to the KDDP programme the fisheries sector despite its importance to livelihoods in the district was almost non functional. Populations at the landing site were composed of huge numbers of migrants, a factor that made planning difficult, housing was generally poor and composed of one roomed closely packed houses mainly made of temporary materials. In most of the villages there was scanty bathing and toilet facilities a factor that forced residents to use the lake as both a bathing place and toilet.

Availability of safe water was a major challenge at all the landing sites prior to KDDP. Of the five landing sites originally planned for KDDP support, only Kasekulo, Kisaba Kyagalanyi had access to some piped water but even then accessibility was erratic because of problems associated with the Kisaba gravity flow scheme at the time. In terms of health, the baseline survey had revealed poor accessibility to basic health infrastructure and particularly high levels of HIV AIDS 24.4% which was way above the national average of 6% at the time. Fisheries related activities were the main source of livelihood income for a majority of households. The sector was however grossly undermined at the time by poor fishing methods, and hygiene both of which militated against reliable incomes for the fishing community.

To the extent therefore that the KDDP , through its multi pronged interventions, led to the direct construction of improved social infrastructure such as those in the photos above, and to the extent that the KDDP interventions have led to marked improvements in the fishing sector especially in terms of the quality of fish, then its relevance is undisputable. A comparison between the baseline situation of the landing sites and the post intervention state at the time of this midterm review shows a very contrasting picture of improvement. This thus confirming that interventions were very relevant and responded directly to real needs within the community

4.2.2 Effectiveness of the Fisheries interventions

In assessing the effectiveness of the fisheries interventions the review examined the programme performance against it's of planned activities over the five years. The table below summarizes programme implementation effectiveness in the fisheries sector:

Table 5: Effectiveness of the fisheries interventions

Intervention	Five year Target	Five year achievement	Five year Percentage coverage
Capacity Building (fish quality)			
a) 3 staff training workshops held	3	1	33.3%
b) 12 staff trained in quality assurance	12	11	97%
c) 15 community workshops held	15	14	93%
Fisheries office capacity strengthened			
a) Computers Sets procured	2	2	100%
b) Engines and Boats Procured	5	5	100%
c) Motor Cycles Procured	4	4	100%
d) Filling Cabinets	2	2	100%
c) Office Chairs/Tables	2	2	100%

Infrastructure and facilities			
a) 1 design and plan for the landing site produced	1	1	100%
b) 2 fish handling facilities constructed on the main island	2	0	0%
c) 3 fish facilities constructed on other islands	3	2	66.6%
d) 5 fishing villages planted with trees and grass (greening)	5	2	40%
e) Environmental Impact Assessment (EIA) done in 5 villages.	5	2	40%
Capacity Building (WATSAN)			
a) 5 community sensitisation meetings held	-	-	-
b) 2 water department staff trained (short courses)	2	1	50%
WATSAN Facilities Development			
a) Designs and plans for 3 fishing villages produced	1	1	100%
b) 3 Piped water supply systems in 3 villages constructed	3	2	66.6%
c) 15 eco-friendly pit latrines constructed in 5 villages	15	6	40%
d) 5 compost and refuse sites in 5 villages constructed	5	2	40%

Results from the above table show, that the KDDP fulfilled most of its targets for the fisheries interventions. At the activity level, the programme achieved by 100% most of its target activities. This good performance was in capacity building in fish quality.

District fisheries staff was retooled through support to participate in several trainings to enhance their capacity in promoting quality fisheries production. Training workshops were organized for both staff and fisher folk on issues of quality fish handling and hygiene. The various staff trainings organized at district and sub county levels were acknowledged by respondents as having helped them to appreciate how to deliver good quality and hygienically safe fish.

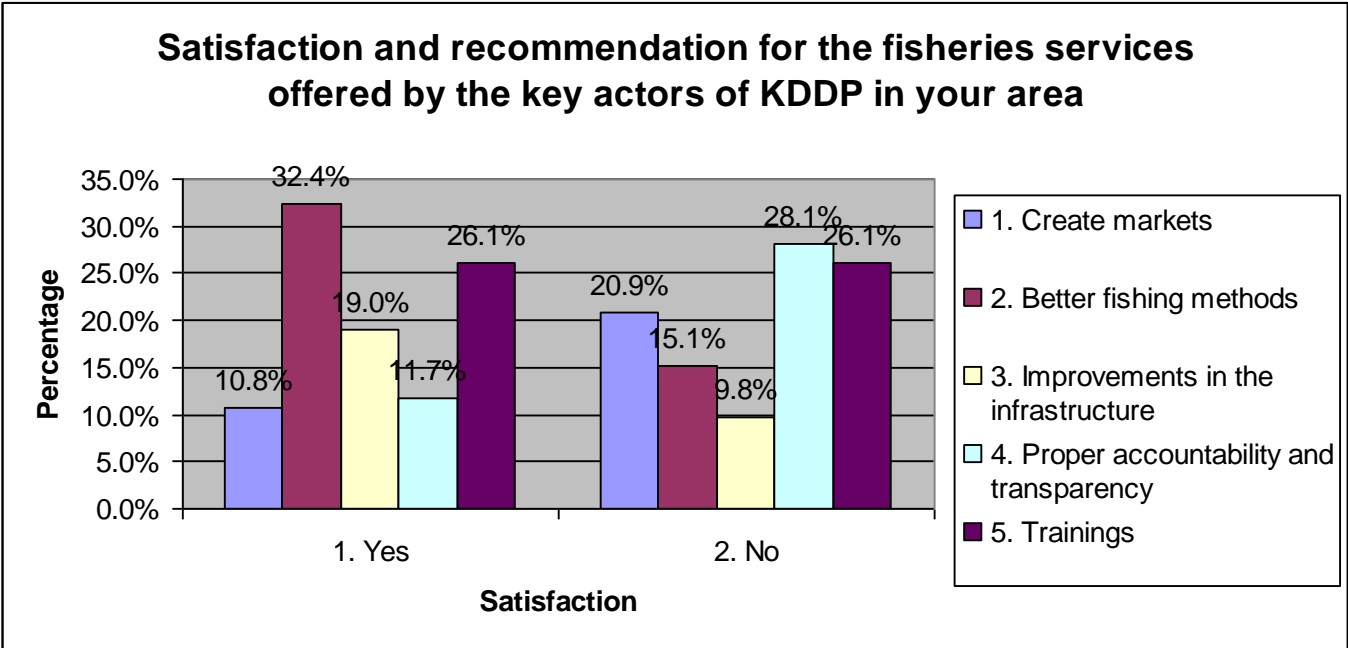
In addition, the programme facilitated the conduction of community trainings all over the district and sensitized fishing communities on the right sizes of fishing nets provided fishing equipment such as nets and fish drying racks facilities. At the two landing sites that were constructed, issues of hygiene and sanitation were emphasized and the fencing off of fish landing sites acknowledged as a good infrastructure development.

The programme enabled the fisheries department to acquire five boats and five boat engines, four motorbikes and office furniture and equipment including computers. All these facilities enabled the department to exist and to function as a viable entity. It resulted into staff motivation and departmental visibility both among other departments and also to the beneficiary communities.

In addition, community structures such as WATSAN committees were formed, to ensure community management and ownership of the community facilities such as water points and toilets delivered with KDDP support.

Household level respondents credited the KDDP for interventions on issues of fish marketing. They felt that they were getting better income and able to use their fish income more effectively than was the case before receiving KDDP supported training. Several respondents also reported that they now took better care of the lake than before because they were taught that the misuse of the lake would affect the fish and their income in the long run.

Figure 11: Household respondents’ satisfaction with fisheries services.



Findings in the above figure indicate that as many as 32.4% of the respondents expressed satisfaction with the fisheries interventions by learning better fishing methods, while 26.1% mentioned training offered as the basis for their positive ranking. However poor accountability and transparency as well as inadequate training were mentioned as the reasons for their dissatisfaction with the fisheries interventions

4.2.3. Impact of the Fisheries and watsan interventions

As indicated under section 4.2 above, fisheries is still the major source of livelihood for a majority of Kalangala’s population. The review findings estimate that 85.4 % of all surveyed household depend in one way or the other on fishing for their livelihood. Virtually all households sampled reported engaging in some form of fishing activity either as traders, fishermen, or boat and net owners.

In assessing the impact of the fisheries interventions, the review examined the extent to which they impacted livelihoods and particularly household income.

Figure 12: Major household sources of income

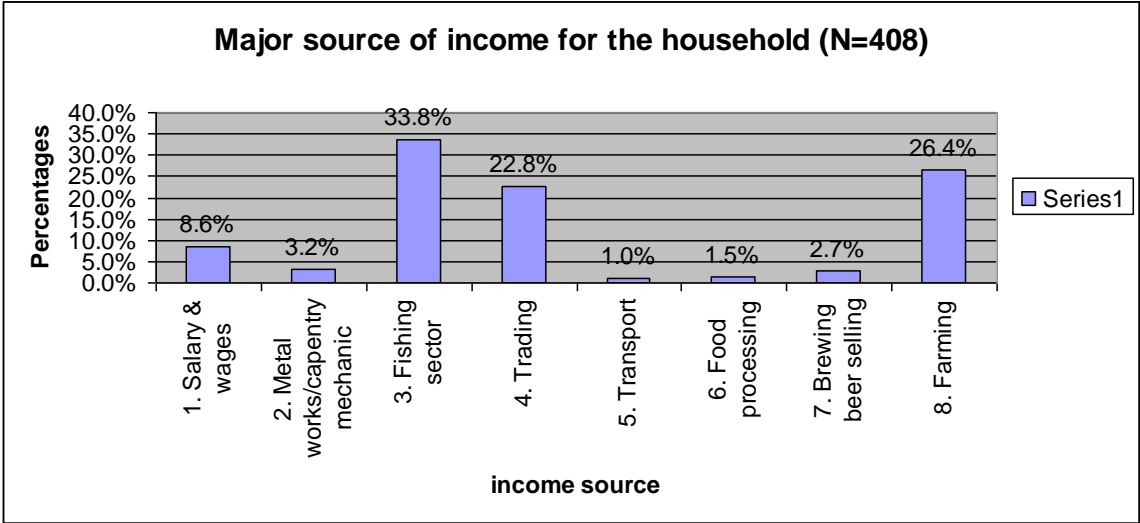


Figure 12 above, shows that a large percentage of respondents indicated the fisheries sector as their major source of household income. Of the respondents that answered the question on income, 33.8% mentioned the fisheries sector as their major source of income. Other fisheries related activities mentioned were farming 26.4%, trading 22.8% and salary and wages 8.6%

The above also meant that fisheries related interventions made by the KDDP programme had far reaching impacts on livelihoods.

The fisheries sector is largely mentioned as being responsible for attracting new people into the district. Many respondents met during the review reported being immigrants to the district from other parts of the country. Most of them had been attracted to the district by the opportunities that the fishing sector offered. The review team learnt for instance, that there has been a sudden increase in the populations at the two landing sites that KDDP supported to develop into model villages. Although some relocated from other islands within the district, a majority were new comers from other districts

To further assess the impact of the fisheries sector, the review examined behavioral changes that respondents attributed to KDDP interventions. Over the last five years the Fisheries interventions implemented by KDDP have had two major outcomes. On the one hand it has raised the morale, visibility and effectiveness of the fisheries department staff and on the other hand it has led to a change of attitude and behavior among other stakeholders.

“The project has consistently trained fishermen about good fishing methods this has led to increased use of recommended fishing gear and self monitoring by the fisher folk themselves. We all now know that the future of the lakes lies in our own hands.

LC 3 Kyamuswa

1. The KDDP has contributed towards increasing responsible fishing and among the fishing communities in the district. The above leading to better quality fish and as a result respondents mentioned improvement in their personal incomes.
2. The KDDP contributed towards raising the profile, visibility and effectiveness of the fisheries department. The above resulting into more effective enforcement of the law

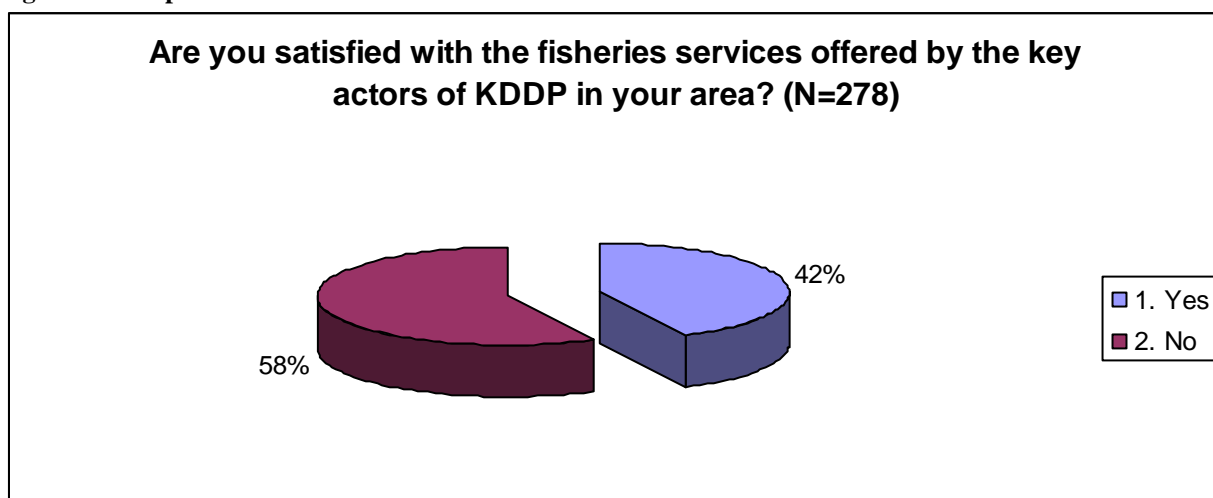
Through the fisheries sector interventions the KDDP has also contributed towards infrastructure development at several landing sites. Although originally five landing sites were earmarked for infrastructure development and transformation into model villages, by the time of the review, only two had reached a completion stage. The work undertaken by ICEIDA through its support to KDDP, on improving the landing sites and transforming them into model villages has significantly contributed towards improving the quality of livelihoods of the people. There is clear consciousness in the community about fish quality and hygiene, and the review team was able to see fish being handled at the landing sites and being placed in ice boxes provided by the fish companies. Respondents attribute these developments to the appreciation that fish dealers now had in the quality of fish being caught in the district.

The review team observed that at Namisoke, the model village visited during the review, there was improved access to water and sanitation facilities at the landing sites. Besides the clean water, respondents also expressed satisfaction with the good quality toilet facilities that were constructed by the Programme. There was local ownership of the project outcomes and management was put in the hands of the BMC. The BMC visibility in managing project facilities including collection of user fees, already points to a sound institutional framework for sustaining project interventions at that level. Although the MBUs were not primarily formed by the ICEIDA KDDP programme the fact that the programme was able to effectively link with these structures and to incorporate them in programme management functions was commendable. Respondents however mentioned the fewer number of landing sites improved by the programme as an area of dissatisfaction.

Particularly on the two model villages that were developed through KDD Programme support, respondents felt that the improved services were leading to over congestions on their landing sites because more people migrated to the model landing sites to enjoy the improved services and facilities.

Figure 13 below highlights the respondents level of satisfaction with the interventions under the, fisheries component of the programme.

Figure 13: Respondent satisfaction with KDDP interventions in fisheries.



The review team asked respondents whether they were satisfied with the services offered by the key actors of KDDP in their areas. As noted in the figure above, 58% were not satisfied with the support rendered under the fisheries component while 42% were satisfied.

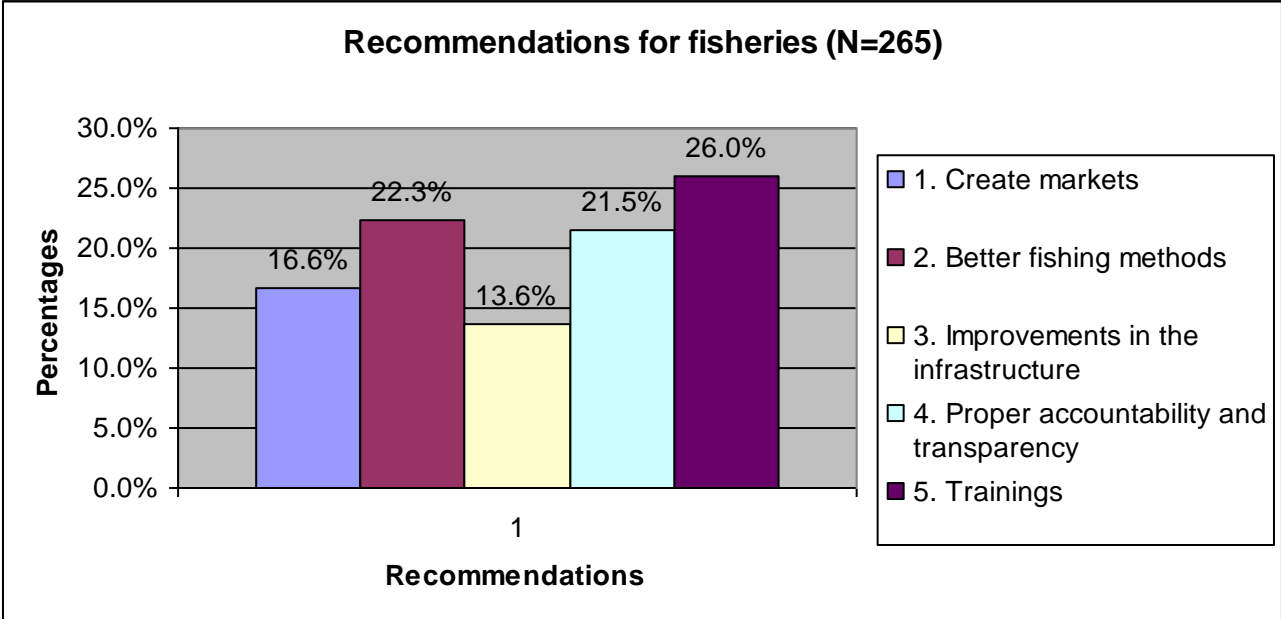
The reasons advanced for the satisfaction were that the program had contributed to better fishing methods and access to market. On the other hand during focus group discussions, respondents mentioned the non construction of the remaining three model sites, promised by the programme, as a major cause of their lack of satisfaction. Floating budes that were not yet completed at the time of the review, were also mentioned as a cause of dissatisfaction among respondents. The review also noted that the respondents were not aware of the reasons why these interventions had not happen thus pointing to the need for improving the programme communication and information strategy. The above underlines the need to be more sensitive to the information needs of the beneficiary communities especially in the coming programme period to ensure greater ownership and participation.

4.2.4 Sustainability of fisheries interventions

Considering that the fisheries sector is a major and strategic sector for the district the review team desired to find out from the respondents what views they had on improving the sector in the coming years. The diagram below summarizes the findings.

26% of the respondents recommended training as a major activity that the programme needed to undertake in the future. 22.3% recommended better fishing methods, while 21.5% recommended better accounting and transparency.

Figure 14: Recommendation for fisheries



4.2.5 Key implications raised by the findings

Overall, the KDDP interventions under the fisheries sector were on course. Already at the district level the fisheries department has gained visibility and morale. The key staff in the department have been trained and “retooled” a factor that greatly boosted their self esteem and morale. Among the fisher folk and communities there is a growing realization that the department is functional and can enforce compliance with established fishing regulations.

The above factor is underlined further by the fact that the department is mobile and can easily reach any part of the district.

There is need to transform the relationship between the fisheries department and the fisher folk into one of partnership as a sustainability strategy. This will enable the fishermen to take more responsibility for monitoring adherence to established rules and regulations.

For the district revenue from fisheries to improve district revenue collection, there is need to harmonize fish marketing and to ensure that fisher folk groups develop into viable cooperatives. The cooperatives would both guarantee sustainability of programme interventions and also support the process of professionalizing and modernizing the fishing industry on the island.

4.3 KDDP Education Sector Support

The overall goal of the KDDP's education sector support is to promote quality education in the district through improving the learning environment. Prior to the KDDP both school enrolment, attendance and retention were very low (ranging between 10-20%) resulting in very low education levels in the entire district. The causal factors to the above situation included:

- Lack of accessibility to schools.
- High student to text book ratio (1:5)
- Migratory tendencies of fishing communities.
- Lack of parent and community participation in school programs.
- Inadequate funds at district level.

At secondary school level low enrolment, lack of equipment, transport, poor school infrastructures were identified as the cocktail of challenges that resulted into poor performance.

The KDDP therefore set out to address the above challenges through the following interventions:

- Conduct capacity building training workshops and short courses
- Sensitization meetings
- Retooling and equipments
- Games and sports
- Music, dance and drama
- Assessment of learners
- Dormitory construction
- Development of sector funding proposal

The midterm review sought to examine the extent to which those interventions were resulting into positive effects on the entire education sector of the district. The review particularly sought to determine the respondents' satisfaction with the education services offered by the programme. The figure below summarizes the responses in regards to satisfaction with programme.

4.3.1 Relevance of the Education sector interventions

To assess the relevance of the education sector interventions the review examined KDDP work against the baseline challenges that had been identified. This was done through two approaches. On the one hand a through case analysis was done of one school and on the

other views were drawn from both household respondents and from key informants. The outcomes of these processes are presented below:

The case of Bugoma primary school:

Bugoma Primary school is located in Bugoma- Betta Village, Mugoye Sub- County, and is one of the schools that benefited from ICEIDA/ KDDP support. Prior to KDDP support, Bugoma was one of the poorly performing schools in the district. There was low teacher and student morale and retaining pupils in school was neither easy nor feasible. This was mainly because the school did not have sufficient instructional materials and teachers to keep students fully occupied and active in school programs.

The advent of ICEIDA/KDDP contributed to the following:

- Enhanced teachers' capacities by training them into new and advanced skills of education delivery.
- Helped to improve teachers' lesson planning capabilities.
- Supported the school with text books which improved both teachers and pupils referencing abilities.
- Provision of printed examination papers hence enabled schools to undertake regular performance assessments.
- Constructing a Boarding section and school kitchen which are envisaged to increase enrolment and retention especially for students from distant islands where there are no schools.
- The above has already boosted school enrolment including that of girls' rate within the school as compared to the days before the program.



Photo 6: the constructed girls' dormitory at Bugoma Primary School



Photo 7: The newly constructed kitchen and its fuel saving stove at Bugoma primary school

KDDP support to school extra curricula activities

In addition, ICEIDA/KDDP supported the school with:

- Music Dance and Drama costumes and instruments.
- Sports and games tools.

The above interventions have boosted the school's co-curriculum activities and enabled it to conduct inter color competitions as well as take part in district level programmes.

***“Thanks to ICEIDA, the school these days actively participates in inter-color/house competitions, district and national MDD competitions as well as in sports activities.
“ Head teacher Bugoma PS.***



Photo 8: The pupils of Bugoma PS entertaining a guest school from Masaka

The school was also supported with sports facilities for both girls and boys and for the first time in many years the school is now represented at all levels of competition at district and national levels.

“The facilities have boosted the pupils’ morale to attend school, participating in co-curriculum and above all strengthened relationships with schools on the main land”
Deputy Head teacher Bugoma Primary School

Photo 9: Pupils of Bugoma P/S playing with facilities given to them by the KDDP.



Two dormitories have been constructed at the school using recommended plans and quality construction materials. As a result the new buildings have boosted the overall school image and many parents students are excited about them.

“We are all now proud to belong to the school because of the beauty of the new buildings and the academic standard set. We already envisage that next time they will be filled to capacity as already more than 200 parents have applied to bring their children to boarding school” **Headmistress Bugoma**

Photo 10: The New boys' dormitory block in Bugoma P/s



4.3.2 Effectiveness of the education sector interventions

To assess the effectiveness of the education sector interventions, the review examined the extent to which the programme implementation achieved the targets set in the programme log frame and work plans. Results from the effectiveness assessment tool show that the programme made commendable progress towards achieving its targets and in some instances achieved 100% implementation of planned activities. Below is a summary of the outcomes from the effectiveness assessment tool on education.

Table 6: Achievements of Education programme targets.

Intervention target	Five year target	Five year achievement	Five year Percentage coverage
40 Forty education officers and head teachers trained in the following subjects; management and administration	41	29	70%
a) curriculum interpretation	160	79	49%
b) multi grade teaching methods	80	88	110%
c) interventions for special needs pupils	121	62	51.2%
d) HIV/AIDS sensitization	120	37	30.8%
e) implementation of gender analysis	102	62	60.7%
Twenty three school governing bodies trained in appropriate leadership	46	45	97.6%
Short course	5	3	60%
Three dormitories each about 100 pupils, for Mazinga P/S, Kagulube P/S (Mugoye) and Kibanga P/S (KTC) constructed	3	2	66.6%
Nineteen school kitchens constructed and equipped and handed over to individual school boards for operation	3	2	66.6%

Games & Sports			
Sports kits (e.g balls, ntes)	46	46	100%
Competitions	7	7	100%
Training of sports teachers	220	146	66%
Performing Arts			
Training of teachers & leading learners	28	28	100%
Competitions	4	3	75%
Equipments & instruments kits	98	98	100%
Parents / guardian meetings	103	43	41.7%
Sensitisation for child rights meetings	75	11	14.6%
Retooling and Equipment			
Procurement of boats and engines	2	2	100%
Procurement of motorcycles for inspectors	3	3	100%
Computer and printer for education sector	1	1	100%
Cycostyling machine	1	1	100%
Stationary kits	228	228	100%

Table 6 above represents an extract from the effectiveness assessment focused on the education interventions done as part of the midterm review. While programme performance in certain fields was exceptional, the table also shows that in many areas performance was at an average apart from HIV/AIDS sensitization where the five year percentage coverage was 30%. The low percentage coverage on activities such as HIV Aids, Gender mainstreaming and special needs training were mainly due to the change in prioritization that was made. During the programme period the lack of instructional materials in schools emerged as a major factor that hampered good learning delivery and hence poor performance at candidate class levels. It was therefore agreed to commit some of the resources earmarked for HIV and gender mainstreaming to procurement of learning materials.

During the group discussion with the ICEIDA staff, it was also highlighted that while programme commitment to all planned activities was never in doubt, effective implementation was often hampered by gaps either in capacity or resources mainly on the side of the district administration.

To the above extent therefore that the review learnt that the programme was only hampered by external factors beyond its control, to achieve its targets, the review team concluded that it is effective. The above notwithstanding, programme capacity building should have been directed to those gaps that would hamper implementation of planned programmes. The failure to identify and address those capacity needs can be deemed as a weakness on the part of the programme.

4.3.3 Impact of Education sector interventions

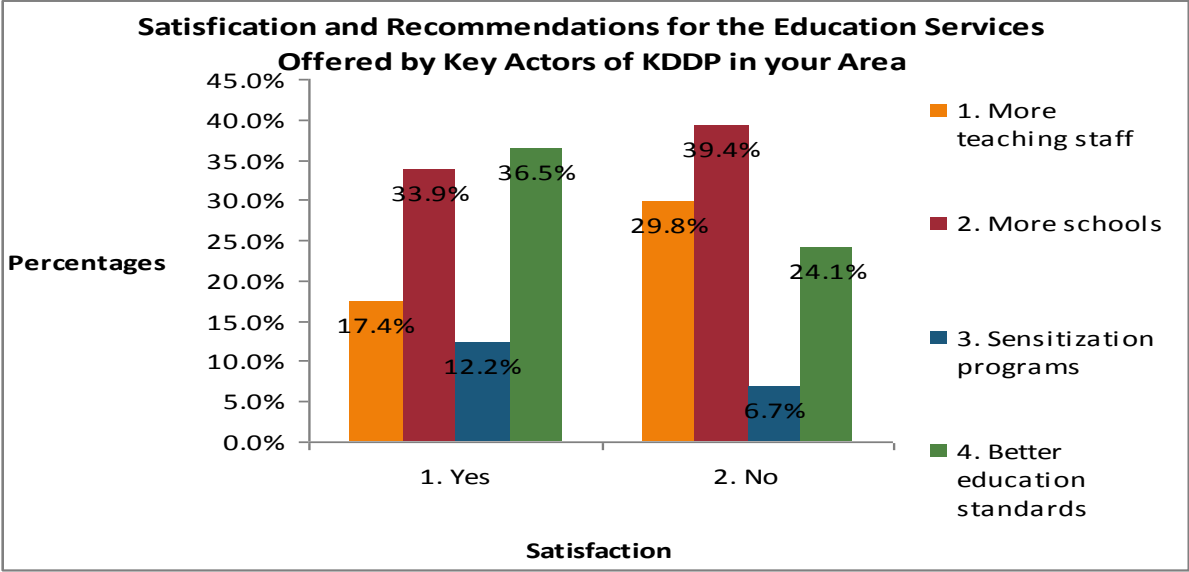
To assess the impact of the education interventions the review sought views from key informants and on their satisfaction with the KDDP program as a proxy for assessing impact. In addition, through the household interviews, the review assessed program impact by using respondent satisfaction levels as a proxy measure. Figure 15 below represents respondents' satisfaction levels with the education support interventions.

The figure shows that of the respondents that expressed satisfaction with education interventions 36.5% mentioned better education standards as the basis of their satisfaction while 33.9% mentioned more schools providing better teaching as the basis for their

satisfaction. 17% of the respondents mentioned the increasing in teaching staff as the basis for their satisfaction.

In the same token respondents were asked their recommendations on what needs to be done to increase their satisfaction levels with the programme even further. 39.4% of the respondents recommended that the programme needs to provide support to more schools while 29.8% recommended provision of more teaching staff and 24.1% recommended getting better education standards. 6% of respondents recommended that he programme needs to provide more sensitization programmes.

Figure 15: Participants satisfaction with the Education interventions.



Through the education sector support interventions the KDDP has been able to coordinate the participation of various stakeholders in schools development programs. As a result communities have been able to mobilize locally available materials and build classrooms/staff houses and dormitories.

“For the first time in many years we have new school buildings and for me even if I do not have a child any more in the school. I am so happy to see that the school in our community is looking so nice. I am going to encourage my fellow parents to take their children to the boarding school so that our district can also produce those first grades we hear of in the boarding schools in Masaka and Mpigi districts.” Key formant respondent Kalangala town council.

Lack of reliable and readily available water transport, particularly boats, was one of the challenges that had hampered performance of schools in the district. It was difficult for school to link with the district and among themselves. The KDDP program has been able to address this problem and in the process been able to ease the interaction between remote schools and the district headquarters by providing three schools with a boat and engine.

The photo below shows the students of Kiganda primary school preparing to board a boat offered by the programme to travel to Kalangala for the finals of the district school music competition. The boat is shared with two other schools Bukasa and Buwali primary schools all in Kyamuswa.

Photo11: Students of Kyamuswa primary school preparing to board a school boat donated by the KDDP



Music and sports equipment were also variously mentioned by respondents as valuable contributions from KDDP that had resulted into improved performance and participation of rural schools in district educational programs such as sports and music competitions which in the past were hampered by lack equipment and costumes. (In the picture above the students were actually carrying drums and other music instruments donated by the programme.

4.3.4 Impact of the Education support interventions

Further, participants in key informants and focus group discussions acknowledged that by the KDDP providing text books to schools they have been able to reduce the student to text book ratio from 1:5 before KDDP support to 1:3. By so doing the learning environment has improved, the teachers have more flexibility to provide support to students and hence the delivery of teaching in most schools in the district and the academic performance of students have progressively improved.⁵

During focus group discussions, respondents mentioned the construction of school dormitories as a very positive development which will have very positive impact on both the schools and the communities. Although at the time of the review only two school dormitories and kitchens had been constructed, most respondents felt that in the long run the dormitories, would both increase enrollment and also enable children to stay on in school. Another dormitory was also under construction and was scheduled for completion by the end of 2010.

The peculiar and challenging nature of Kalangala district had always made it difficult for children to remain in school especially in areas where there are no nearby schools and children would have to cross the lake to access school on other islands. The construction of school dormitories will help in overcoming this huddle. The two dormitories that had been completed by the time of the review are envisaged to accommodate at least 80 students each.

⁵ Primary leaving examination results in the district have steadily improved in the last five years with less failures being registered and more second grades being seen than was the case before KDDP support.

“For me the dormitories are one of the most visible outcomes of the KDDP. Today even if they left the district the dormitories will stand as a testimony to their presence and I know many children will be better in life simply because the dormitories enabled them to attend school”

4.3.5 Key implications raised by the findings

The Programme support to the education sector is a very strategic investment that is addressing the human resource development on the island. The strategy adopted of building school dormitories is the right one for the Kalangala context as it will enable students to remain in school.

The programme in the next phase will need to:

- Complete the construction of the dormitories earmarked for schools on other islands.
- Support the development of guidelines to regulate the management of the dormitories and particularly setting up user appropriate user fees.
- Extend support to secondary schools considering that with improved primary education more students will be passing their exams and seeking secondary school education.
- The district on its part should create a district education fund and book trust in order to guarantee the sustainability of text book supply to both primary and secondary schools.

4.4 The Health sector interventions

This section covers the assessment of the health sector interventions that were implemented by the programme.

The overall objective of the Health sector support interventions in the KDDP was “ensure equitable access to quality health services in Kalangala district.” The baseline assessment of the health sector in the district had indicated a range of challenges that led to poor quality of health in the district. Among these were:

- Absence of qualified medical staff at most of the health units in the district,
- inadequate supply of medical supplies (drugs and sundries),
- Inadequate and poor distribution of medical facilities.
- Wide spread poverty of the households.

To address these challenges, ICEIDA through KDDP, made interventions in the following 10 key areas;

1. Increase the status of outreaches conducted in the district,
2. Offer school health support,
3. Capacity building of staff at HCIII and IV,
4. Equip and maintain Health facilities,
5. Strengthen HUMCs,
6. Promote public private partnerships,
7. Upgrade Health facilities,
8. Strengthen Health planning,
9. Ensure Health programs are well managed and coordinated,
10. Strengthen HISM.

4.4.1 Relevance of the Health sector interventions

To assess the relevance of the health sector interventions the review both undertook an in-depth case profile of Bukasa health centre which as supported by the KDDP and also sought views from the respondents on whether participation in the health activities of the programme had changed lives positively. The outcomes are presented in the following sub sections.

The Case of Bukasa health centre

Bukasa Health Centre IV is found in Kyamuswa Sub- County, Kalangala District. It gives support to Bubeke HC III, and Lulamba HC II. It is composed of 11 health personnel headed by the in charge. Since its foundation, the centre has been supported by the Central government through the Health Care fund and local Government at the District and Sub-county levels.

ICEIDA's Support /KDDP in Kyamuswa / Bukasa Sub- County

On behalf of the entire community of Kyamuswa sub- County, the in-charge of the Health centre and the Assistant Nurse expressed their satisfaction with ICEIDA support .They credited the Programme for the improvement of service delivery at the health unit. They outlined the support given as:

- KDDP provided the health unit with solar panels which connected power to the outpatient block, the inpatient block and the staff quarters. This greatly boosted the delivery of services as it opened up opportunity for attending to patients even at night.



Photo 12: Staff quarters at Bukasa H/C With solar panels



Solar batteries at Bukasa donated by KDDP

Other support included:

- Facilitating the health personnel in the health centre to conduct integrated outreach programme something that enabled them to take services near to the people.
- Increasing communities' access to health services such as dental care, HIV/ AIDS counseling and treatment as well as immunization.
- ICEIDA supported the Village Health Teams and gave T-shirts, Cardigans, Bags, 7 pairs of gum boots, 7life jackets.
- Provided Ambulance boat to Bubeke Health Center III
- Repaired Lulamba HC II
- Organized Health Management Committees to link the community to the Health centre
- Provided an ambulance boat to link the health centre and other health centers and to bring health staff to the district and community meetings,

- Supported the in charge of the health centre with transport refund and fuel to attend quarterly health management committee meetings at the district which are also attended by the in-charges from other health units in the district.
- Conducted training of the health workers in integrated skills development.
- Training of Trainers was carried out where by ICEIDA paid for the trainings (4 trainings, 20 people trained each seating in -integrated management of child hood illness
- A household assessment book for M&E of household sanitation was given to village health teams



Photo 13: Medical staff of Bukasa HC IV display tools given to them by KDDP

Outcomes and implications of KDDP support to Bukasa health centre

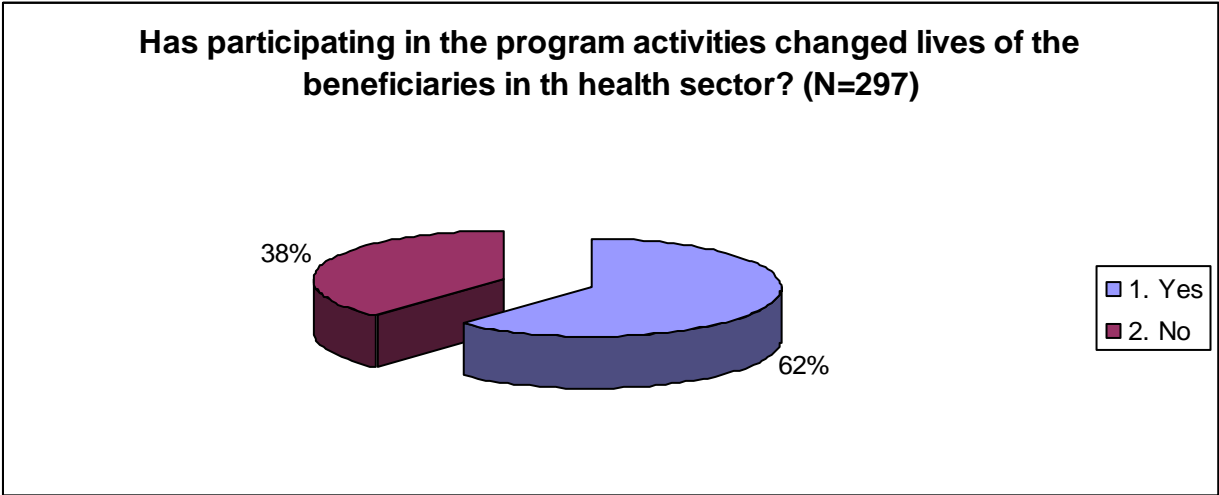
- (1) The health centre now receives some PHC funds from the central government.
- (2) Through ICEIDA, there has been initiation of the School Health Education in Kaganda, Bukasa, and Burazi primary schools.
- (3) Increased intensity for immunization and other outreach programmes.
- (4) The KDDP programme had offered scholarships for training of medical personnel in the district. These targets however have not yet been fully met. There is need for more concerted effort to identify and recruit suitable candidates to take up these scholarship opportunities.
- (5) Although health workers were trained in using the solar panels in 2009, there is limited monitoring and maintenance.
- (6) The cases of malaria, HIV/ AIDS, STIs, diarrhea, dysentery and dental decay that the health centre has to deal with are quite high and yet staffing levels are low. This leads to staff work over load. .

Respondents views on relevance of health interventions

The relevance of the KDDP interventions was further assessed through the views of respondents at household level.

Figure 16 below demonstrates that respondents appreciated the KDDP support to the health sector by admitting that the health interventions were relevant because they had positive impacts on their lives.

Figure 16: Assessment of effect of participation in health programs on livelihoods.



Based on the finding in the above figure 62% of the respondents that answered the question of whether health interventions had changed the lives of the people agreed that yes it did. The reasons that they mentioned for the positive impact were:

- Increased access to clean water and good sanitation
- Access to free medication at health units
- Support to immunization programs
- Reliable services at health units.

4.4.2 Effectiveness of the Health sector interventions

To assess the effectiveness of the health sector programme interventions the review examined the extent of achievement of both annual and the five year programme targets set for the health sector. Table seven below is extracted from the effectiveness assessment done by the programme team and reflects the extent of achievement of implementation of planned activities under health.

Table 7: Effectiveness of implementing health interventions

Target activity	Five year target	Five year achievement	Five year percentage achievement
Integrated out reaches conducted quarterly to every village defined to be hard to reach in the sub-counties of Mazinga, Bubeke, Kyamuswa, Bufumira and Bujumba	360	16	4.4%
Boat and engine	5	5	100%
Motorcycle	2	2	100%
Vehicle	1	1	100%
b) Medical officers at Kyamuswa HCIV and Town Council HCIV go on monthly outreaches to every HCIII to administer ARV's and related health services	280	167	59.8%
School Health Support			
Two nurses from HCIII's and IV's to visit the schools in their catchment area for health education and support. All the 21 government primary schools and the 3 government secondary schools visited every quarte	246	141	57.3%
Capacity building			
a) Train staff at HC III and IV in GenderMainstreaming and Management of Gender Based Violence.	1	0	0%
b) Train staff at HC III and IV Integrated Management Childhood Illnesses (IMCI).	4	4	100%
c) Training of Midwives in Anti Natal Care (ANC) and Emergency Obstetive Care (EOMC).	1	0	0%
d) Train HC III / HC IV staff in HIV / AIDS care.	24	0	0%
e) Training Health Workers in Treatment of T.B. - CB / DOTS (Directly Observed Treatments).	1	1	100%
f) Basic training for Health Volunteers	92	46	50%
g) Training for Health Volunteers in IMCI	9	0	0%
h) Scholarships to attract Medical Doctors	2	2	100%

i) Scholarships to attract Clinical Officers	5	2	40%
j) Scholarships to attract Medical Students (for medical doctors and clinical officers).	-	-	-
Health Facilities Equipped and Maintained			
a) 11 health unit infrastructure maintained	49	23	46.9%
b) Maintainance of Equipment and Vehicles including Boats and Engines	5	3	60%
Strengthened HUMCs			
a) Staff from DHO to hold training workshops for HUMCs to orient them on their roles as the monitoring agents of HU on behalf of the community.	34	11	32%
b) Quarterly HUMC meetings held per each HC annually	188	57	30%
Public Private Partnerships Annual meeting with all private health providers held	2	0	0%
Upgrading Health Facilities			
a) Procurement and installation of Solar systems at Health Centers III and IV (or add to the existing systems as needed).	7	6	85%
b) Installation of water tanks at Health Centers as needed.	1	1	100%
c) Mortuary built at kalangala Town HCIV.	1	1	100%
d) Procurement of office furniture for Health Centers	11	11	100%
e) Procurement of refrigerators for medicines in all HC's III and IV.	0	0	0
f) Procurement of fixed lines in all HC II, III and IV and DHO office.	12	12	100%
Health Planning Strengthened			
a) Management courses held for all in-charge of HC III and IV	-	-	-
b) Quarterly management meetings for IC's at DHO	12	8	66.6%
c) Monthly radio shows on health related issues. To be tied up to the FAL radio show conducted on Sundays.	36	20	55.5%
Health programmes effectively coordinated and well managed			
Protective wear	5	5	100%
Strengthened HMIS			

a) 1 training workshop on health data management (HMIS) held	1	1	100%
b) 1 health quality community survey conducted.	1	0	0%

Table seven above shows that while in many aspects the programme achieved 100% implementation of planned activities under its health component, in others there was no

KDDP supported the refurbishment of this rural health center, they set up solar power in the centre and staff houses. These facilities have motivated us as staff and improved the working condition. Thus, KDDP has saved thousands of lives on this island and the sub country as a whole. Every year we treat more than 7,000 people here. On a weekly basis, we help deliver 10 babies and treat 150 out patients. Diarrhea and malaria are the most common ailments we treat. In addition to receiving drugs, KDDP has supported us to conduct immunization campaigns. We receive very minimal support from government, and without KDDP, we wouldn't have been able to keep this center open during the past 5 years ”
In charge Kyamuswa health centre

implementation at all. Review findings during focus group discussions and key informant interviews revealed that in the areas where implementation failed, the programme was broadly let down by internal weaknesses within the district. For instance the failure to conduct some of the trainings was because of capacity gaps in the district where there was no district service team convened to recruit the people who would have been trained.

4.4.3 Impact of the Health sector interventions

Although, this was a mid- term review, it was essential to determine whether the programme interventions under health were, already having some impact in changing the baseline challenges that the programme was set up to address in the first place. To achieve the above, it is necessary to highlight the baseline status that these interventions aimed at addressing.

Various respondents interviewed (including community members) indicated that the construction and furnishing of rural health centers by KDDP has greatly assisted the people of Kalangala to access improved primary health care services. The importance of these rural health centers can best be described in the following words from the in charge at Kyamuswa health center which benefits 3,000 people (approximately 60% of them women and children). On a weekly basis this center delivers at least 5 babies and attends to 150 out patients.

It can be concluded from the above view that the programme already had far reaching impact on peoples' lives some of them quantifiable while others may not be easily quantifiable. Improvement in the living and working conditions of health workers by providing solar power had the immediate impact of raising their morale and increasing their commitment to work. At the same time their commitment to work had the immediate impact of increasing trust and confidence of communities in the services being offered and hence increased their use of the medical facilities.

The other programme activities mentioned by respondents as having a positive impact were:

- Immunization and training of rural health workers and traditional birth attendants. Working in partnership with government, KDDP has contributed towards increasing full immunization coverage from 40% to 85% among children aged 0-5 years. During the last 3 years, the proportion of children under 5 years who are fully immunized in the district increased tremendously partly because of awareness raising and also

because the staff at the health units has been motivated and committed to immunization.

- The access to improved water and sanitation facilities at the landing sites was mentioned as having had the immediate impact of reducing the outbreak of water borne diseases such as cholera. This view is well captured in the response below from one of the BMU committee members met during the review:

“As a member of the BMU committee, it is my role to ensure that the services that we received are well utilized and maintained. In order to do, that we also provide regular awareness to the residents. The impact that I see from all these efforts is that now we do not suffer from the diseases like cholera and dysentery which used to be very common on our landing site before the programme came.” The BMU committee member from Mazinga sub county

4.4.4 Key implications raised by the findings

The KDDP undertakings in the health sector were quite broad and disparate. This meant that the programme was drawn into a wide range of interventions often making it difficult to determine concrete impact. By the time of the review for instance, the health sector support had not made progress in implementing some of the interventions that had been set as priorities at programme inception. For instance the programme had not yet succeeded in attracting a full time qualified medical doctor to oversee medical operations in the various medical units. Although two doctors were under training with support from the programme, it is uncertain as to when and whether they will ultimately take up station in the district.

In addition, the integrated outreach program that the programme desired to use as a health extension model had yet to be fully functional. This is partly because some key staff portfolios in the district remain vacant. It is however important to note that the health sector is so broad and so it is practically impossible for a programme like ICEIDA /KDDP to satisfy all the needs of the sector. Without defining a realistic scope the programme interventions might end up being everywhere and make it impossible to attain meaningful impact.

In light of the above therefore;

- During the next phase Programme emphasis should be placed on ensuring that the two doctors being trained with programme resources do fulfill their commitment to come and serve the district once their training is done. The bonding agreement with them should be reviewed to ensure that they are clearly binding on this matter.
- The programme should practically engage in the strengthening of the capacity of the district health department to enable it take up and sustain the programme interventions. The department will for instance need to deal with health implications of the influx of new people in the district due to developments such as the Palm oil. Such influx comes along with the likelihood of increased HIV/AIDS prevalence. In the next phase KDDP could consider supporting the health department to draw up a comprehensive strategy for mainstreaming and dealing with HIV/AIDs including determining the bidirectional relationship between HIV and livelihoods.
- Considering the challenge of finding and placing medical personnel in the district it might be necessary for the district to consider setting up Public private partnerships to operate some of the health units in remote locations.

CHAPTER 5: PROGRAMME MANAGEMENT AND ADMINISTRATION

This chapter examines the overall KDDP programme management and administration and highlights both the aspects that enhanced and those that slowed programme implementation. In its conclusion the chapter proposes the programme management practices essential for carrying forwards to the next phase.

5.1 Strategic leadership

The programme was designed to support the district development efforts. The priority areas of focus were derived from the priorities that were set by the district council itself. The programme management was designed as participatory and consultative. To achieve the above, several levels of performance and accountability were set up. At the national level within the local government ministry, a Project Supervisory Committee PSC existed and was composed of the PS MoLG, PM ICEIDA CAO, member (usually LC5 or representative) and PM KDDP (secretary). This team was chaired by the PS or his appointed representative and offered overall strategic guidance and leadership to the programme. There was also a project management team (PMT) composed of heads of departments, CAO and PM KDDP.

This leadership structure helped the principal stakeholders, Government of Uganda, GOU and Government of Iceland, Gol, maintain and actualize their bilateral relationship. The PMT took responsibility for ensuring that the programme remained on course and that it satisfied both the policy aspirations of the GoU and the interests of the donor partner.

Through its regular strategic guidance on both programme and finance issues the PMT worked both as a reference team and as a quality control mechanism that guided programme focus, helped the Programme Implementation Team (PIT) to deal with contextual challenges all of which enhanced programme delivery, efficiency and impact.

The review team feels that this manner of leadership was exceptional and a good practice.

5.2 Project Implementation

Project implementation Team is summarized in box 1 below.

Box 1: Project Implementation Team

1. **Project Supervisory Committee PSC.** This committee is composed of the Permanent Secretary (PS) MoLG, The Project Manager (PM) ICEIDA, The District Chief Administrative Officer (CAO), member (usually LC5 or representative) and PM KDDP (secretary)
2. **PMT Project Management Team.** This is a district based team composed of heads of departments, CAO and PM KDDP. Project reports and budgets are discussed and agreed upon at this level. This structure manages the project on the ground, operate like a DTPC and does not include politicians.
3. **PIT, Project Implementation Team.** This is a day to day implementation team, composed of P.O. ICEIDA and respective department staff.

The review found that the above structure greatly boosted decision making and eliminated bureaucracy that would have emerged. For example many district level respondents considered the PIT and PMT as extremely efficient.

In addition, the fact that each major component of the programme was assigned to one technical person within the Programme Implementation Team, it eliminated work overloads, increased focus and enabled easier decision making. All the respondents during the review applauded the KDDPs efficiency especially in financial decision making, management and disbursement of funds. This focused management method promoted transparency and ease of communication between the district and the PIT and PMT. The review team also felt that the efficiency and robustness of the PIT and PMT eliminated possible cases of double accounting where the district could ideally fund activities that the Programme had already funded and vice versa.

5.3 Financial management and control

The review team examined the financial management procedures of the programme with a view of determining how cost effective and efficient they were. It was established that although the Project Manager took overall responsibility for financial management and control, there was a very high degree of participation in financial decision making among PMT and PIT members. The PMT set the overall financial direction and took the strategic financial decisions including where necessary reallocation with budget. The above decision for instance was taken in the case if utilizing funds earlier earmarked for the district administration block to be utilized for the construction of school dormitories which had not been previously budgeted for.

In addition within the PIT, each of the focal officers within ICEIDA had significant financial decision making responsibility devolved to them. Hence they each took responsibility over their programme budget a factor that expedited decision making and empowered the program officers.

It is essential to note too that even though Iceland as a nation went through a difficult financial period during the first phase of the KDDP, the programme nevertheless remained committed to and met all its financing targets. This therefore underlines the Iceland government commitment to this programme. The programme made very significant investments in infrastructure development, at district and sub county levels. These infrastructure investments consumed a large percentage of funds available for the programme.

At programme implementation level, the programme adhered to established financial procedures as laid out in its financial manual and insisted on strict accountability from all project beneficiaries. This strictness set performance standards which hopefully will be emulated by the district as well when disbursing public funds.

Inclusion of the Chief Administrative Officer of the district as a signatory to programme accounts was a good practice. It increased transparency and eliminated the notion that the programme was for ICEIDA and not the district. It also meant that the district was part and parcel of all the financial decision making that was done. It is the considered opinion of the review team that KDDP has sufficiently built the financial management capacity of the district and has demonstrated the level of efficiency needed to implement programmes that deliver results.

In light of the above it is recommended that during the next programme phase the district capacity built during the first phase should be tested with greater responsibility for financial management. Resources earmarked by the programme for day to day programme implementation should be given as grants to the district to manage and expend through the established district financial management systems. The programme should however retain both management of funds meant for strategic interventions, such as construction of the district administration block and dormitories, as well as a monitoring function, including receiving accountability, over the funds that shall be given as grants to the district.

5.4. Monitoring and Evaluation

The programme log frame defined the indicators and the means of verification for the various interventions that the programme made. The stakeholders at different levels were free to carryout monitoring on the implementation of activities within their jurisdiction.

PMT and PIT meetings were another layer of programme monitoring and evaluation. The PMT would during its meetings offer insights on the positive outcomes of the programme. In such meetings they were even free to express any displeasure and to propose changes to programme processes. The KDDP also made resources available to facilitate various organs of the district to play their oversight and monitoring function.

To the extent possible these approach should be maintained. However through its own budgeting processes the district should also earmark resources for monitoring and follow up.

5.5. Documentation and knowledge management

During the implementation process the programme produced plenty of reports, quarterly and annual. Many reports provided excellent progress and outcome updates. The review team however feels that most of the information and new knowledge generated was not being sufficiently utilized by stakeholders to inform ongoing planning.

Although the programme was able to produce all the documentation mentioned above and although many meetings were held, it was unclear as to how all the information that was gathered was shared and utilized by the wider public.

The review was not able to ascertain who within the programme office is responsible for analyzing the documentation and sharing the outcomes and lessons.

In the next phase it will be necessary that such information is kept alive through a robust district data bank. The review recommends the programme in the next phase considers continuing its support to the district data bank process including their aspiration to set up a website.

CHAPTER 6: GOOD PRACTICES LESSONS LEARNED AND MISSED OPPORTUNITIES.

This chapter examines the lessons that can be drawn from the first five years of the KDDP; it also highlights the missed opportunities that could be possibly harnessed for the next five years and the good practices that should be taken forward.

In generating these lessons and good practices it is essential to note that the KDDP was designed within the framework of the National Poverty Eradication Action Plan PEAP framework. It therefore inter alia was designed to respond to the PEAP pillars on the basis of which these lessons are formulated.

6.1. The understanding of Good Practices in the context of KDDP

Within the framework of this mid-term review, good practices are understood as activities/approaches/ or procedures in the implementation processes of KDDP that significantly contributed to project success and particularly that contributed to poverty eradication and hence could be scaled up and out in the remaining phase of the programme.

Based on the above, the review team identified the following as good practices that have so far been demonstrated by the ICEIDA/ KDDP Programme:

- 1. Spreading partnership and ownership through use of various implementation teams (PSC, PIT, PMT, BMUs).** The involvement of various stakeholders in the management and implementation of the KDDP Programme spread ownership of programme interventions. It further highlighted the importance of capacity building at the various levels as a basis for promoting sustainability. In a way this is in line with MDG Number 8 of strengthening global partnerships. (**UN Millennium declaration, 2000**).
- 2. Emphasis on capacity building: The lack of capacity** In all the sector interventions emphasis has been placed on both soft ware capacity building (training and knowledge development) as well as on hard ware capacity building, (provision of tools/ equipment, infrastructure development as well as technical support). The approach has enabled the programme to address critical capacity needs which the baseline assessment had indicated as a major hindrance to district service delivery. In particular community capacity building had a duo outcome. On the one hand it enabled communities to learn that both local and national governments are obliged by law to address their needs, but on the other it enabled them to appreciate their own role in setting up and managing facilities that offer social services such as schools and health units.
- 3. Involvement of beneficiaries in programme management and implementation.** In all the four sectors of programme focus, (Administration, education, fisheries, health), the KDDP promotes a strong focus on participation. In a way this is important as it transforms the role of beneficiaries from being passive recipients of programme outcomes to active shapers of the process. This creates a sound basis for programme sustainability.
- 4. Leading by example in setting up efficient systems and procedures:** Baseline indicators had shown that Kalangala district lacked a clear commitment to set outcomes and goals in its service delivery and had no clear indicator of efficiency standards. In a bid to address this challenge and by so doing set an example for the district leadership, the ICEIDA KDDP programme functions with very high efficiency standards. This level of efficiency which is also linked to very clear outcomes and

linked to well defined processes and procedures is an important leading by example capacity building method. It also builds confidence among the stakeholders which in turn builds their own confidence and morale.

5. **Paying attention to local council III capacity and infrastructure needs.** This approach recognizes the importance of making lower level governance structures functional. It increases the spread of benefits while also enhances opportunities for sustainability of programmes at those levels.
6. **Support to local management structures such as the Beach Management Committees to oversee project implementation processes.** A community focused programme of this nature requires such high levels of community participation and especially trust building and ownership. BMUS now feel they are in charge of their local management affairs since they also control the resources and structures provided by the programme. This offers promise for sustainability of programme investments.
7. **The schools dormitories:** Experiences during the review indicate that this intervention is very well taken and appreciated by all stakeholders. It also seems to be the most relevant in responding to the peculiar education challenges, particularly pupil retention in school that the district is faced with. Considering that the national policy does not allow boarding sections in UPE schools, the district will need to lobby for special dispensation from the procure permission

6.2 Lessons Learnt

1. A comprehensive multi pronged and multi stakeholder Programme, such as KDDP, must have very clear goals and parameters set at the inception stage to enable proper preparations, dispel unrealistic expectations and to avert future conflict. The inception phase must also be clear on both programming and institutional roles and responsibilities, activities, recruitment procedures of staff, internalization of the project, clear on plans and budgets.
2. At the inception stage too, the roles of the donor and those of the local partner need to be defined in the agreed MoU. For the case of KDDP the earlier collaboration with the district through the FAL programme was a good entry point into a longer term partnership. These obligations also need to be monitored and reported on to avoid scenarios of one party blaming the other on unmet implementation undertakings.
3. The setting up of a local district office by ICEIDA was a very good decision as it increased the visibility of the donor within the district. It also increased the speed with which issues could be raised and resolved. The physical presence of the Programme office in Kalangala made financial disbursement very easy and this was a major motivating factor for the various people involved in implementing the programme activities.
4. Focused objectives and outcomes reflected in the log frame this ensured that the programme was able to assess the progress it was making towards its set goals. It was also able to articulate the financial needs of the programme implementation.
5. All respondents credited the KDDP for its timeliness in responding to financial claims and requisitions made. In a way the programme has set up performance standards for the delivery of public goods and services. The above is also coupled with the regular consultation with stakeholders at national and district levels which spread ownership and promoted participation.

6. By KDDP emphasizing community led processes it prudently steered itself away from being a top down initiative. This enabled communities to develop their own progress and impact indicators because they have a way they look at progress from their own perspective and realities. Community level experiences and learning significantly contribute to shaping the project focus and this explains why the first year is regarded as a learning year and the subsequent years then become better and better.
7. With very little resources, communities can be empowered to address HIV/AIDS related and to demand services from the duty bearers.
8. For an island based district like Kalangala, easing movement on the lake is vital for easing movement of people and goods. By the Programme providing over 20 boats and engines to different departments, they boosted both the transport and movement of goods and services.
9. The project missed the opportunity of reaching out to the people of Island in a more strategic way. This could have been for instance by way of using the link with the programme to set up people to people connections. A launch of an ICELAND awareness day and a Kalangala district ICELAND's friendship organization would have added momentum to this and most importantly would have taken the KDDP interaction to a higher level of connecting people.
10. Participatory budgeting and planning of a multi-sector Programme of this nature is good as it increases stakeholder confidence in managing budgets. This significantly contributes to project ownership and success.
11. The quality of KDDP programme outputs such as buildings is a testimony of honest utilization of resources

6.3 KDDP overall relevancy.

The results from the review assessments above indicate that, from the design to the end of this Phase of the programme, the KDDP and its operations were strongly aligned with Kalangala district priorities which in turn were also derived from the national PEAP priorities. In addition the implementation of all activities was done in close collaboration with the relevant government departments at district and sub county level.

At the national level too over the five year period, there was great involvement of the government particularly the ministry of local government. Programme Management Team meetings have always been chaired by the Permanent Secretary of the Ministry of Local government or his appointed representative. Considering that this is a government to government collaboration, the central role played by the ministry has ensured that the programme stays on course. In additional the involvement of central government has opened up opportunities for scaling up programme outcomes to other parts of the country.

The above harmonization of central and local government programmes is crucial for a program of this magnitude to be executed smoothly and makes it possible for lessons to be drawn for scaling up and sharing with stakeholders elsewhere in the country.

6.4 Sustainability.

While already *seeds* that should translate into sustainability of program outcomes are in place, and although capacity building interventions permeated throughout the entire programme focus, the following sustainability challenges were observed;

- (a) The top district administration staff, particularly the political wing seems to express

the feeling that they somewhat excluded to some degree from taking an active role in setting the direction of the programme. While the review did not secure sufficient grounds to support this perception, the KDDP ought to have realized this gap and devised means of bring the district political wing on board as well. Considering that the local leadership is part of a well structured leadership structure, organized from LC1 to LCV, their oversight role was guaranteed. In terms of programme direction, the district leadership was part of the PMT and all programme priorities were derived from the decisions of the district council. In view of all the foregoing the review concludes that sufficient opportunity was in place for all stakeholders to meaningfully shape the programme.

(b) Health sector interventions seem to have been too broad thus pulling the programme to all sorts of directions. It would probably have been more efficient if the programme focused on fewer health sector issues for greater impact.

c) Although the technical and financial support that the KDDP provided to NGOs was appreciated, and indeed enhanced performance there seems to be a feeling that by the programme dealing with individual NGOs directly, undermined the oversight role of the district NGO forum. In the opinion of the review KDDP should, in the next phase of the programs, reconsider its strategy and approach to effectively collaborate with the district NGO Forum. However, the NGO forum too needs to appreciate that for local NGOs and CBOs to have a direct interaction and relationship with the donor is their right and it also empowers them. The NGO forum itself should define how such erosion of their mandate should be minimized without undermining the freedom of the CBOs and NGOs.

6.5 Design, Monitoring and Evaluation (DME) Systems of the KDDP.

At the design stage of a programme of this magnitude it is essential that monitoring and evaluation aspects are agreed upon right from the start which seems not to have been clearly done for KDDP. This should also include reaching agreement on the most appropriate tools for monitoring program activities and outputs.

To strengthen DME in the next phase of the programme, emphasis should be placed on:

- Developing ambitious impact level results;
- Selecting appropriate indicators;
- Agreeing on the baseline status and;
- Developing simple data collection tools to facilitate continuous and systematic monitoring of activities and outputs.

Considering that the next phase will also entail planning and affecting an exit process, it will be essential to define the exit process and put in place a clear process monitoring for it.

6.6 Household Demographics and Implications.

Evaluation results reflect a typical African patriarchal system with 79% of households in Kalangala being male-headed. During the next phase, the KDDP will need to establish a more proactive approach and one that ensures that this typical leadership structure does not undermine women and children of their rights in terms of access to productive resources and assets.

In order to be certain that marginalized sectors of society are consciously benefiting from the programme, there will be need at the design of the next phase of the programme to set clear

gender and other vulnerable persons' disaggregated objectives and put in place relevant monitoring tools. Specifically the KDDP in the next phase should develop a criterion that guarantees the participation of female-headed households.

6.7 Agriculture and Livelihood/Food Security.

The Agriculture sector was not targeted by the KDDP and yet it still remains an important source of livelihood in the district especially for most of the indigenous population of who are not involved in fishing. The introduction of palm oil on the Island has led to increased number of people entering the district and hence raised the demand for agriculture and food.

In light of the above it will be essential for the district to increase its focus on the agriculture sector so that it is able to march the progress registered in the sectors that the KDDP has supported. This proposal is not asking the programme to expand into agriculture but rather for the district to appreciate that by investing in the sector it enables it to catch up with the other sectors.

6.8 Missed Opportunities

1. The district forestry sector offers a great opportunity for opening up tourism as another sector for the district. Review team observations revealed that there is intense deforestation in the district and yet the very sector that is being destroyed could offer a new basis of income generation for the district and community at large that could help sustain programme outcomes.

6.9 Programme implementation constraints

Several programme implementation constraints were observed and these are outlined below:

1. District failed to put in place a district service committee and or to sufficiently utilize the services of other district service committees from neighboring districts as provided by the law. The absence and or failure to convene this important organ for the functioning of the district meant that decisions related to recruitment, award of contracts etc. that fall under its mandate were difficult to and resolve and so either slowed or completely prevented implementation of certain activities.
2. The cost of doing business in Kalangala is double that on the main land and this is made worse by the difficult water transport which makes the district a hard to reach area and therefore scares people away. This in a way undermined the capacity building efforts of the programme and also meant that implementation of planned activities would not take place as planned and sometimes would be more costly than had been budgeted.
3. In some cases especially during the initial days of the programme some individuals took advantage of the programme and over priced their services especially water transport. Although later the programme team was able to overcome this constraint it nevertheless caused some challenge.
4. Conforming to the procurement procedures as defined under the PPDA slowed procurement of goods and services and often resulted in late implementation of planned activities.
5. There seems to have emerged a communication and strategy gap between the project secretariat and the political leadership of the district. This could also partly be responsible for the failure to resolve the issue of land for the district administration block. There is need for a clear communication strategy in the future that would allow for easy and honest feedback.

CHAPTER 7: CONCLUSIONS AND RECOMMENDATIONS

7.1 General Conclusions

Overall, this mid-term review confirms that KDDP has demonstrated success in all the interventions undertaken. The challenge now revolves on using lessons and experiences of the completed five years to design a new programme that will address the shortcomings of the last five years while also building on the strengths to achieve more. Most importantly the first five years of the programme have entailed plenty of capacity building and retooling of the human resources and the physical infrastructure. Documenting and sharing the KDDP experience and sustaining this intervention should be of primary concern in the coming phase.

KDD has demonstrated that it is possible for a donor project to work effectively with a local district administration. This in a way also dispels the notion that donor support has to be channeled through the central government. Across the four sectors of programme focus, there are a number of outcome trends that point to project success such as;

- Successfully setting up a working formula with district departments.
- Being able to mobilize communities to take up leadership in health, education and fisheries sectors.
- Comprehensive capacity building and retooling
- Inspiring communities to identify and offer for training of community own resource persons (BMUs, facilitators).

In light of the above success and the need to consolidate achievements and ensure greater multiplier effects of Programme outcomes, the next five years of the programme should pay close attention to:

1. Consolidation of KDDP outcomes by emphasizing bottom up and up bottom accountability.
2. Considering that the next five years will mark the end of this partnership, it is essential that a very well thought-out exit strategy and plan are put in place and that all stakeholders are well informed right from the beginning. Setting up a Programme exit committee could be a useful idea for that purpose.
3. The review observed that at the moment the district has three key economic sectors that have potential for generating employment and income for investing in sustaining programme outcomes. The sectors are:
 - Fisheries
 - Palm oil
 - Tourism

While during the last five years the KDDP has made significant investment in developing the fisheries sector, there was scanty investment in the other two sectors. Considering their potential to contribute to the sustainability of the programme investments, It is recommended that KDDP considers galvanizing the actors in those sectors so as to take advantage of the synergies and potential they offer in transforming and developing the island.

It is essential to mention at this point that the ICEIDA has significantly raised the visibility of Kalangala district and as a consequence many developments are taking place on the island. However it is imperative to note too that whereas investments will be made for very good intentions in all social and economic infrastructures, their overall impact will remain peripheral unless the challenge of reliable and safe transport to and within the various islands is addressed. ICEIDA can use its position to lobby government on this matter. However even within the district there should be set up a special committee whose mandate should be to focus on the strategic investment in improving water transport in the Island. The committee

could be comprised but not exclusively so, of eminent personalities originating from or possessing interests in the district.

The review concludes that while KDDP prepares to end its presence in the coming five years, a proper phase out strategy is required to prepare communities to sustain KDDP benefits and outcomes.

Key actions required

In the short run, the program will need to accomplish commitments still pending from the first phase. Among these are:

- The remaining 3 model villages.
- The district administration building.
- The remaining dormitories.

In addition, designing the next phase of the programme will need an honest mechanism of stakeholder feedback to assess the extent to which the programme had advanced the mutual expectations of its various stakeholders.

7.2. Recommendations on Sustainability

The most crucial aspects of sustainability would be the extent to which the programme financing needs are to be met in the future. Considering that it is unlikely that district income level will suddenly increase, at the exit of ICEIDA, the district needs to rethink its income base by utilizing the district revenue strategy developed with support from the programme.

Key actions required

The next phase of the programme should therefore consider supporting capacity needs of the district directed towards increasing internally generated revenue.

7.2.1 Recommendations on the fisheries sector

The fisheries sector will remain a major sector in the district. While during the first phase of the programme plenty of investment was made in creating awareness and building capacity on issues of management, fish handling and hygiene, there is need to ensure that the sector becomes the engine of the local economy.

Key Actions required

- In the next phase therefore there will be need to organize the fisheries sector to ensure that all stakeholders appreciate its strategic role in the district.
- Reorganizing the marketing of fish to ensure that the district does not lose out on revenue will be essential. It will be necessary to engage marketing experts in this regard.

7.2.2 Recommendations on the Palm oil industry

The palm oil industry implemented by BIDCO, has taken off already and harvesting and processing oil has started. Although during the first phase of the programme there was little interaction between ICEIDA and BIDCO, during the next phase it will be essential for a working relationship to be established.

Key Actions required

- The district should also be more proactive in determining how the industry is impacting on peoples livelihoods in the islands.
- Issues such as employment opportunities for the local population could be discussed.

- Further it will be essential for the district to understand the investment strategies of the company to be able to take advantage of the evolving opportunities.
- The district should clarify the income that it expects to receive from taxation of the palm oil and these revenues should be well planned so as to see their impact on district development.
- The social development objectives of the palm oil industry should be examined with a view of identifying synergies with ICEIDA in the coming years of the programme. A point of consideration in this regard would be in the areas of environment protection and management, health and education including vocational training.

7.2.3 Recommendations on Tourism

The tourism potential of the Kalangala district has not been exploited sufficiently in spite of its vast potential. The district has no strategy at all in its plan regarding tourism. Even with very modest goals the sector can raise significant resources that can support other sectors such as health. In light of the above the following key actions are proposed.

Key actions required

- The district should rejuvenate its tourism board and mandate it to aggressively market itself as a quality tourism destination in the country.
- A district Public Private Sector interaction should be made to harness already available opportunities such as the growing number of good quality beach lodges and hotels.
- ICEIDA on its part in the next phase could support strategic thinking and capacity building in this area. The next phase of the programme should be viewed in its capacity to deliver outputs at two levels. While on the one hand it should sustain programme gains made in the first phase, it too should address itself to matters of efficient phase out and exit.

CHAPTER 8: The KDDP proposed strategy-2011-2016

This chapter proposes a broad strategy and sets the direction for the KDDP in the next five years. The strategy presented in this chapter draws on the analysis already presented in this report. It builds on the implementation process, the strengths, opportunities and weaknesses identified and the recommendations made about the last phase of the programme.

Considering that what is presented is a broad strategy that sets direction for the next five years of the programme, it will be necessary to conduct a more comprehensive strategic planning in which all key stakeholders will be involved. The proposals made also take into consideration the changed policy landscape. Whereas the first five years of the KDDP were designed within the PEAP framework, planning for the next five years should be guided by the aspirations of the recently adopted National Development Plan (NDP)

8.1 Policy context for the next five years- an overview of the NDP 2010/11-2015

The first phase of the KDDP was designed within the context of the PEAP whose central focus was poverty eradication. The policy focus in the country has slightly shifted as reflected in the National Development Plan (NDP) which is currently the overarching national development policy. The NDP, launched in April 2010, is premised on a 30 year vision and will be achieved through the implementation of 6 five year plans. The 2010/11-2015 five-year NDP is the first one. The vision of the NDP is, **“A transformed Uganda society from a peasant to a modern and prosperous country within 30 years”**. The central theme of the NDP on the other hand is, **“Growth, employment and social economic transformation for prosperity”**

The NDP recognizes that during the period when the PEAP was the overarching national development policy the national economy went through intermittent phases of growth as summarized below.

Table 8: Overview of national growth rates

Period	Growth rate
1997/98-2000/2001	7.2%
2000/2001- 2003/2004	6.8%
2004/2005-2006/2007	8.2%
Forecast growth under NDP	7.2%

The NDP is designed to intertwine poverty eradication with economic growth and it is envisaged that this will translate into:

- Increased nominal per capita income from \$506 in 2008/09 to \$850 by 2014/15.
- Decline in poverty from 31% to 24.5% in 2014/15 which will be above the MDG target of 28%.

In terms of its thrusts, the 2010/11-2014/15 NDP is envisaged to address structural bottlenecks so as to:

- Accelerate social economic transformation.
- Create employment

- Raise average per capital income.
- Improve labor distribution
- Raise the country's human development and gender equity indicators

To achieve the above the following are envisaged as the NDP investment priorities:

- Physical infrastructure, energy, railways, water ways, air transport
- Human resource development, education, skills development, health, water and sanitation and facilitating access to critical production inputs.
- Promotion of science, technology and innovation.

The NDP sector focus is categorized as follows:

- Primary growth sectors (sectors and sub sectors that produce goods and services e.g. agriculture, tourism, manufacturing, mining, oil, gas etc)
- Complementary sectors (sectors and sub sectors that provide infrastructure and institutional support to the primary growth sectors and other sectors such as land management, transport, energy, physical planning , urban planning, science and technology e.t.c.)
- Social sectors(sectors and sub sectors that provide services required for maintaining a healthy and quality population e.g. education, , health, water, sanitation, social development, gender population etc)
- Enabling sectors (all sectors and sub sectors that provide a conducive environment and framework for the performance of other sectors of the economy e.g. defense, security, legislature, environment management, climate change , water resource management, public sector management, public administration, accountability, disaster management, meteorology, disaster management etc) .

In light of the above thrusts of the NDP it is imperative that for the next phase of the KDDP to be contextually relevant there has to be shifts in its emphasis. This proposed KDDP focus while building on its achievements in the last five years emphasizes a balance between its social investments in health and education, with economic investments in fisheries and other sectors such as tourism.

8.2 Programme design and scope

Although in the body of the report many recommendations have been made in regards to the next phase of the programme, the evaluation team is of the view that the next phase of the KDDP should be narrower in scope but more comprehensive and strategic in its delivery. The review team recognizes that during the first phase the program delivered plenty of capacity building for the various sectors. The review team further notes that the programme in the first phase took on a serious hand on approach which though very effective, in many ways it shrouded the other stakeholders especially the district. The result of the above approach an apparent lack of ownership exhibited by the district.

Considering that the programme will be ending in the next five years, its management should be resolute in insisting on playing a role at a strategic level the programme should desist from being dragged into day to function such as procuring boats, text books or solar panels. While all these are important the review feels that the capacity

that has been built is sufficient for the district through its respective departments to handle those day to day activities.

In light of the above the next five years of the programme should focus on sustaining gains made during the first phase through, allowing district departments to take up responsibility of the day today implementation. The programme should instead focus on building capacity for strategic sector investments and collaboration so as to sustain the district service delivery function. This proposed KDDP strategy therefore draws the Programme into broader areas that will lead to sustained social change. The table nine below summarizes the proposed strategic focus for the KDDP in the next phase:

Table 9: KDDP/ICEIDA Proposed Strategic focus 2010-2015

Strategic intervention	Priority issues	Justification	Envisaged timeframe
<i>Sectoral support District administration</i>	Construction of the district headquarters	This priority is the major item from the first phase	Year two
	District Strategic and annual planning processes	This is an area of support in which the Programme support is still crucially needed.	Ongoing to the end
<i>Phase out process</i>	Set up phase out management team	It is essential for the phase out process to be managed smoothly to avoid shocks and disruptions to ongoing programmes.	Year one and ongoing to the end.
<i>Sectoral support fisheries</i>	Completion of the landing sites that were committed in the last phase of the programme	Were committed in the last phase and are essential for sustaining growth in the fisheries sector	Year two
	Fish marketing	It is essential to support the district internal revenue collection by developing a strategy for benefiting from the trade in fish delivered through the improved fish handling facilities.	Ongoing
<i>Sectoral support to education</i>	Dormitory construction	This is a critical intervention that will result into higher school intakes and retention.	Ongoing
	Support to secondary schools	The support to primary schools will	

		lead into higher demand for enrolment into secondary schools. The same challenges of retention will be faced at that level too. Priority issues should be teased out in strategic planning session.	
<i>Linkages with and support other growth sectors</i>	Capacity building in investment planning and exploring synergies with other sectors such as Tourism and palm oil.	These two sectors are strategic transformation sectors in which the district will need technical support and guidance.	Ongoing
	Support district to develop the capacity to Lobby for improved Water transport	Reliable water transport that links the district to the main land and which connects the islands internally remains a major hindrance to the district service delivery. An effective lobby strategy can easily deliver on this need.	Ongoing for the five years.
	Explore synergies with other strategic sectors	Synergies increase efficiency and reduce wastage of scarce resources.	Ongoing
<i>Documentation and knowledge management</i>	Offer ongoing support to the data bank development process including website design and management.	Essential for the islands future reference and knowledge retention.	Ongoing

This proposed broad strategy should however be used as a basis for a more comprehensive strategic planning. Along the body of this report several proposals are also presented which may need to be reexamined and contextualized.

Annex of this report summarizes issues raised at the stakeholders' workshop in Kalangala that took place on the 21st of October 2010. Although these issues are captured at this stage it is essential to note that the review team feels that most of the proposed interventions in that annex, fall within the mandate of the respective

departments of the district and should therefore be implemented by those very departments

Overall the next phase should entail a balance between three key aspects:

1. Addressing the remaining commitments from the last programme phase.
2. Managing the phase out process
3. Linkages with strategic sectors.

8.3 Programme management.

The Programme Management Team should be retained but with a revised function that includes lobbying for investment and service delivery in strategic sectors outlined in the strategy. The inclusion of a representative from the Ministry of finance and planning would be useful in this regard

It is proposed elsewhere in this chapter that the role and function of the PIT will need to be revised. This function should remain predominantly technical advisory while the relevant departments of the district undertake the day today implementation including funds disbursements. The PIT should however be on hand to support the district implementing teams based on its competencies gathered over the period of the last phase of the programme

The presence of a field office in the district was highlighted as a major boost to performance. It will be necessary to retain the office. It is however envisaged that the staffing levels in the field office will significantly reduce and considering that the function that the office will be delivering will be mostly technical advisory it may be essential that new competencies are acquired for that purpose.

The field office should also retain a monitoring and evaluation function including ensuring that accountability is undertaken. A more comprehensive institutional review will need to be undertaken to determine more concretely the relevant staffing levels and composition for the field office.

8.4 Financing and resource mobilization

The programme during the first phase invested heavily in capacity building and has supported the establishment of systems and procedures for most departments at the district. The programme through its own implementation processes has set performance standards for delivery of public services of the kind that the district departments are mandated to offer.

In light of the above it is proposed that in the next phase the financial management function of the PIT is significantly reduced.

The KDDP should instead give as a grant its budget support commitment to the district finance department to manage. The programme should however retain a mandate to monitor the use of these resources and to receive accountability for funds expended. Subsequent releases should be linked to the delivery of key outcomes that are agreed upon during the strategic planning process. Considering that this phase of the programme will include a phase out component, and in light of concerns for sustainability, it is proposed that PMT clearly agree with government on the funding commitment of either party. For sustainability to be guaranteed the

donor/ICEIDA funding portion of the programme should progressively decrease as the government one increases over the next five years. The district should however also make a commitment on increasing its local revenue a portion which should be invested in sustaining programme interventions.

Annexes

Annex one: Review instruments



MID TERM REVIEW OF ICEIDA'S SUPPORT TO KDDP – PHASE I KALANGALA DISTRICT HOUSEHOLD QUESTIONARE JULY 2010

Respondent Consent

Good Morning/Good Afternoon. My Name is _____.

I am working with Winsor Consult a consultancy firm contracted to conduct a Mid Term Review on behalf of ICEIDA and Kalangala District. We are undertaking a Term Review exercise of Kalangala District Development Programme (KDDP) which has been running in the district since 2006 to date.

The objective of this process is to assess the extent to which the programme has attained its convergence to the Vision and mission of ICEIDA's support to the Kalangala District. How it has addressed the needs and priorities of the communities of Kalangala District. We have therefore been commissioned by ICEIDA to assess the programmer's relevance, effectiveness, efficiency, impact created, sustainability, the challenges encountered during implementation and the lessons learnt. The information provided by you will enable ICEIDA to determine how to proceed with the programme in the next phase (2011-2015).

Your household has been randomly selected from a list of members of this district to participate in this review exercise. I would like to ask you a few questions related to the program. The information you provide will be treated with utmost confidentiality and aggregated with the responses of others to establish common trends and plan for the future of KDDP. No answers of any respondent will be traced back to any individual.

Thank you for accepting to participate in this evaluation. At this time, (before we proceed), do you have any questions about this Evaluation?⁶

1. Date and time Interview Commenced:

2. Date and time Interview Ended:

Data Quality Assurance Information

	Enumerator ID	Supervisor	Data Entry Clerk
Name			
Date (DD/MM/YR)			

SECTION 1: HOUSEHOLD IDENTIFICATION

1. House hold Number.....
2. District..... Sub county
3. Village Name.....
4. Type of work.....
5. Name of respondent.....
6. Age of respondent
7. Sex of Respondent (1: Male, 2: Female)
8. Name of Household Head.....

⁶ If there are no questions proceed with the interview.

9. Age of the Household Head.....
10. Sex of the Household Head (1: Male, 2: Female)
11. Marital Status of respondent
 1. Monogamous married, 2. Polygamous married, 3. Divorced, 4. Widowed, 5.single,
 6. Separated

SECTION 2 HOUSEHOLD DEMOGRAPHICS

2.1 How many people are in this household?

2.2. How many are:

Children below 18 years		2.3 Adult members above 18 years	
2.2.1 Males	2.2.2 Females	2.3.1 Males	2.3.2 Females

2.4. How many members of your household are attaining education?

Children below 18 years		2.5 Adult members above 18 years	
2.4.1 Males	2.4.2 Females	2.5.1 Males	2.5.2 Females

2.6 What is the number of children/ pupils in your household in the following education levels?

No.	Level of education	1) Male	2) Female	3) School/Institution
1.	Primary			
2.	Secondary			
3.	Tertiary			
4.	Total			

SECTION 3: INCOME, EXPENDITURE, ASSETS AND WELFARE

3.1.1 How many income-generating activities (IGA) are undertaken by the household?

3.1.2 Mention them.

3.2 What is the major source of income for this household?

(Salary & wages=1, Metal works/ carpentry mechanic=2, Fishing sector=3, Trading=4, Transport=5,

Food processing =6 Brewing beer selling=7 Farming=8 others specify=9)

3.3 On average how much money do members of the household earn from the IGAs undertaken in one month (amount in shillings)

Source	[1]. 10,000 – 30000,	[2]. 31,000- 60000	[3]. 61000- 90000,	[4]. 91000- 120000	[5]. 120,000 & above
1.Salary & wages					
2.Metal works/ carpentry mechanic					
3.Fishing sector					
4.Trading					
5.Food processing					
6.Brewing beer selling					
7.Farming					
8.Transport					
9.Others specify					

- 3.4 Who contributes most to the total household income?
(Man=1, Woman=2, Both=3)
- 3.5.1 Do you save some of the income?
(Yes=1, No=2)
- 3.5.2 Elaborate (If yes/ no, why?).....
- 3.6.1 Do you have any constraints in saving?
(Yes=1 No=2)
- 3.6.2 If yes, what is the major constraint in saving?
(Expenditure high=1, Lack of sufficient income=2, Lack of financial institution=3, other=4)
- 3.7 Are there members within the household involved in fishing activities?
Yes =1, No=2

3.8 What fishing activities are you involved in?

Activity	Code (Yes=1, No=2)
1. Fishing	
2. Sun drying	
3. Smoking	
4. Fish mongering	
5. Others (Specify)	

3.9 Household Expenditure (Estimation to give a rough idea on the household expenses)

Expenditures	1]. Last 7 days	2]. Last 30 Days	3]. Last 365 Days
1. Food and other non-alcoholic drinks			
2. Alcoholic Drinks and other luxury drinks			
3. Rent			
4. Fuel and Power			
5. Water			
6. Household Necessities			
7. Transport & Communication			
8. Health			
9. Education			
10. Other social obligations			

3.10.1 Has there been any change in your financial status since 2006?
Yes =1, No=2

3.10.2 Elaborate

.....

3.11 Do you think/ this change has been as a result of ICEIDA/ KDDP?
Yes =1, No=2

3.12 Would you categorize your household as a poor one?
Yes =1, No=2

(Elaborate.....)

3.13 In your view what are the three major causes of poverty in your household

(Lack of education=1, social problem like over drinking=2, High dependency level=3 Lack of credit=4, Diseases=5, Bad governance=6 other specify=7)

3.14 What are / were the most common diseases affecting people in your household before and after 2006? (Tick where applicable)

DISEASE	UNDER 4 YRS		5 YRS & ABOVE	
	1]. Before 2006	2]. After	3]. Before 2006	4]. After 2006
1. ARI (Cough, Asthma, Influenza)				
2. Intestinal Worms				
3. Diarrhea				
4. Malaria				
5. Skin Diseases				
6. STI				
7. Typhoid				
8. Others Specify				

3.15 How often do members of your household fall sick?

Disease	Rate			
		1]. 1-5 days	2]. Weekly	3]. Monthly
1. ARI (Cough, Asthma, Influenza)				
2. Intestinal Worms				
3. Diarrhea				
4. Malaria				
5. Skin Diseases				
6. STI				
7. Typhoid				
8. Others Specify				

3.16 Household and Enterprise Assets (give numbers where applicable)

Asset	1]. Available four Years Ago (Quantity)	2]. Available Now (Quantity)
Household Assets		
1. House		
2. Other Buildings		
3. Furniture		
4. Furnishing ex. carpette, mat, maitresses, etc.		
5. Household Appliances, e.g. Kettle, Flat iron, etc		
6. Electronic Equipment e.g. TV, Radio, Cassette etc		
7. Bicycle		
8. Motorcycle		
9. Car		
Livestock/Poultry		
10. Cows		
11. Bulls		
12. Pigs		
13. Goats		
14. Chicken		
Agriculture & Fishing		
15. Land		
16. Hoes		
17. Ploughs		
18. Pangas, Slashes etc		
19. Wheelbarrows		
20. Boats		

21. Fishing Nets		
22. Hooks		
23. Motor boat engine		
24. Others		

3.17. Welfare Indicators

Indicators	1]. Four Years Ago	2]. Now
1. Does everyone in the household have at least 2 sets of clothes? (Yes=1, No=2)		
2. Does anyone in the household own a radio? (Yes=1, No=2)		
3. Does every member of the household over one year old have a blanket each? (Yes=1, No=2)		
4. What did you do when you last ran out of salt? (Borrowed from neighbor=1, Did without=2, Bought=3)		
5. Has the household benefited from any type of development project/program? E.g. productive development, employment program, education, health, agriculture etc. (Yes=1, No=2)		
6. If someone in the household had a serious problem, which required you to get money immediately, how many people in the community could you ask for help? (NUMBER)		

SECTION 4: PROGRAM RELEVANCE

4.1 Have you ever heard of KDDP?

Yes =1, No=2

4.2 If yes, to what extent has the KDDP supported the critical needs and priorities of Kalangala District, at the different levels?(Use; 1=high, 2=Moderate, 3=low, 4= very low

Level	1]. Extent	2]. Explain
1. District		
2. Community		
3. Individuals		

4.3 What good practices for this programme would you wish to be replicated in the next phase?

1.Transparency and accountability 2].Proper planning 3].Support to PSO and NGOs
4].Monitoring and evaluation 5]. Community participation in the programme 6].
Infrastructural development 7]Training 8]. Others specify

4.4 How would you like this programme to be done in the next phase to improve on the livelihood?

1. Increase community participation
2. Increase training seminars
3. Lobbying and advocacy
4. Strengthening the management system
5. Others, specify

4.5 What assistance or services from the programme have you been most satisfied with?

1. Leadership capacity building, 2. Quality fisheries production 3. Quality education, 4. Quality health

SECTION 5: PROGRAM EFFECTIVNESS

5.1 How do you rate the KDDP/ ICEIDA against its set targets and priorities?

1. Poor, 2. Fair, 3. Good, 4. Very good, 5. Excellent.

5.2 Which of the following factors best explain your answer above?

(1. Services focus on needs, 2. Services are timely, 3. Services are relevant, 4. Services are adequate, 5. Services are inadequate, 6. Services are untimely, 7. Others)

5.3 Are you satisfied with the services offered by key actors of KDDP in your area that have offered these services? (1.Yes, 2.No)

Sector	1]. Satisfaction	2]. Recommendation
1. Health		
2. Education		
3. Administration		
4. Fisheries		

SECTION 6: Program Efficiency

6.1 Do you think KDDP/ ICEIDA were financially equipped to carry out its interventions?

1. Yes 2. No 3. I don't know

6.2 In your opinion, has KDDP/ ICEIDA effectively used its financial resources to achieve its goals?

1. Yes 2. No 3. I don't know

6.3 Which of the following factors best explain your answer above?

(1. Transparency and accountability, 2. Proper planning and management of funds, 3. Efficient administration, 4. Monitoring, 5. Corruption, 6. Inadequate funds, 7. Poor monitoring, 8. Poor planning, 9. Poor administration structures, 10.Others)

6.4 What financial management recommendations would you make for the next phase of the programme?

.....

Section7: Program Impact

7.1 Has participating in programme activities changed the lives of the beneficiaries in the different sectors? (1.Yes, 2.No)

Sector	1]. Satisfaction	2]. Explain
1. Health		
2. Education		
3. Administration		
4. Fisheries		

7.2 Has the programme improved upon livelihoods of the given categories of people listed below?

No.	Category	1] 1.Yes / 2.No	2] Explain (how?)
1	Women		
2	men,		
3	Elderly		
4	people with disabilities		
5	Children		
6	Chronically ill,		

7.3 What have been the major changes (outputs/outcomes) of the programme on the wider community?

1) Increased income, 2) better education, 3) Improved health and sanitation, 4) proper administration and leadership

7.4.1 Are there any unintended positive changes?

1. Yes, 2. No
 7.4.2 If yes, please explain,

Section 8: Program Sustainability

8.1 Do you think Kalangala district can sustain the development interventions in the different sectors without external support from KDDP/ICEIDA?

Sector	1] 1.Yes 2. No	2] Explain (HOW/WHY)	3] Recommendations for sustainability
1. Health			
2. Education			
3. Administration			
4. Fisheries			

8.2 Has the programme promoted self reliance and creativity among communities?
 1. Yes 2. No 3. I don't know

8.3 Which of the factors best explain your answer above?
 1. Through training, 2. community involvement in programme implementation, 3. Skills development, generation of IGAs, 4. Limited community participation, 5. Low training of the community, 6. Limited awareness of the programme, 7. Inefficiency of the programme, 8. Others specify

8.4 What will motivate programme beneficiaries to continue implementing the programme - activities and outputs?

8.5 Which critical areas need continued support from ICEIDA?
 1. Health, 2. Education, 3. Fisheries, 4. Administration, 5. Others specify

END OF INTERVIEW- THANKS

Annex two: Key informants interviews



MID TERM REVIEW OF ICEIDA’S SUPPORT TO KDD – PHASE I

**KALANGALA DISTRICT LOCAL GOVERNMENT
KEY INTERVIEW GUIDE
JULY 2010**

ENUMERATORS INTRODUCTION

Good Morning/Good Afternoon. My Name is _____. I am working with Winsor Consults. On behalf of ICEIDA and Kalangala District, we are undertaking Mid Term Review exercise of Kalangala District Development Programme which has been running in the district since 2006 to date.

The objective of this process is to assess the extent to which the programme has attained its convergence to the Vision and mission of ICEIDA’s support to the Kalangala District. How it has addressed the needs and priorities of the communities of Kalangala District. We have therefore been commissioned by ICEIDA to assess the programme’s relevance, effectiveness, efficiency, impact created, sustainability, the challenges encountered during implementation and the lessons learnt. The information provided by you will enable ICEIDA to determine how to proceed with the programme in the next phase (2011-2015).

You have been selected from the categories: Political Leader, Community and CSO Leaders, Heads of Departments, Head teachers, BMU Officials and Community Facilitators and to participate in this review. I would like therefore to ask you a few questions related to the programme. The information you provide will be treated with utmost confidentiality and aggregated with the responses of others to establish common trends and plan for the future of this programme. Thank you for supporting the KDDP activities.

- 3. Date and time Interview Commenced:
- 4. Date and time Interview Ended:

SECTION 1: HUMAN RESOURCE IDENTIFICATION

- 5. Name of Respondents:
- 6. Type of Position held.....

7. District.....
8. Sub county
9. Village Name.....
10. Name of CBO.....
11. Type of Sector.....

SECTION 2: PROGRAM RELEVANCE

- 2.1. For how long have you known ICEIDA and KDDP?
- 2.3 How has the KDDP addressed the critical needs and priorities of the District, Sub-County and Communities?
2. 4. How has KDDP worked for you as District Leaders, chiefs, Departmental Heads, Community leaders and the people you lead?
- 2.5. Is the community benefiting more as a group than individual programmes? Give reasons.
- 2.6 What good practices for this programme would you wish to be replicated in the next stage?
- 2.7 How would you like this programme to be replicated in the next phase?
- 2.8. What assistance or services from the KDDP have you been most satisfied with? Why?
- 2.9 Which assistance/services from the programme are you least satisfied with? Why?

SECTION 3: PROGRAM EFFECTIVNESS

- 3.1 How did the programme successfully meet its set targets and priorities? Mention the contributing factors.
- 3.1.1 In what ways did the programme fail to meet its set aims and objectives? Mention the contributing factors.
- 3.2. Mention the strengths of the programme over the needs and priorities of the District and community.
- 3.4. What challenges have you encountered during the implementation of the KDDP?
- 3.5. Suggest ways of how KDDP can be improved in delivery of services.

SECTION 4: Program Efficiency

- 4.1 Is the program using the most cost effective approaches in its design, implementation and monitoring of the key interventions?
- 4.2 What were the intended outcome of the programme?
- 4.3 Are the results achieved at the lowest possible cost- compared to the best practices/ standards established by other similar programmes?
- 4.4 What lessons can be learned from the efficiency levels of this programme?
- 4.5 How transparent was the financial management aspects of the programme?
- 4.6 How can Kalangala District Development Programme be made more efficient?
- 4.7 Are you aware of the PPDA Procurement Procedures?
- 4.8 Are the procedures of the district engaging department in conformity of the PPDA movement procedures?
- 4.9 To what extent are the tendering contract award rules and instructions followed?
4. 10 When funds were made available to the district government, CSOs for executions of activities related to KDDP – Are you informed on the availability of the funds?

- 4.11 If yes how often are you informed about the purpose which money has been sent?
- 4.12 How much of the funds and Sub- County is actually used for the planned activities?
- 4.13 How often do the KDDP funds get declared to the activity implementers and other stake holders in the District?
- 4.14 Is there community participation in the budgeting and budget management process at the local government level?

Section 5: Program Impact

Comment on the impact of the KDDP on different categories of interventions

- 5.1 What were the intended changes (outputs/outcomes) of this programme?
What activities of the KDDP have you actively participated in?
- 5.2 Give ways in which participation in the KDDP activities has changed the lives of the beneficiaries and communities where they live?
- 5.3 How has the programme affected the lives of the community members such as women, men, elderly and people with disabilities, the chronically ill, children and any other beneficiary category?
- 5.4 What have been the major changes (outputs/outcomes) on the wider community?
- 5.5 Are there any un-intended positive changes that the programme has achieved?
- 5.6 Are there any negative changes?
- 6.3. What challenges have you faced during the programme implementation?
- 6.4. How have you addressed the above challenges?

Section 6: Program Sustainability

- 6.1 What factors of the programme interventions promote its sustainability?
- 6.2 What progress has the programme made towards implementing its sustainability strategy?
- 6.3 How do you intend to sustain this programme besides the external support?
- 6.4 What will motivate beneficiaries to continue implementing the programme - activities and outputs?
- 6.5. How do you expect to expand the programme?
- 6.6. Apart from ICEIDA what other funding source has been supporting these activities in Kalangala District?
- 6.7. Which critical areas need continued support from ICEIDA?
- 6.8. What are the existing challenges that may hinder the sustainability of the programme?
- 6.9. Suggest preventive measures to the above challenges?

Section 7: Lessons Learned

- 7.1 How were program assessment and design processes conducted? Who participated?
- 7.2 To what extent did the partners, stakeholders and communities participate in the programme design and implementation strategies?
- 7.3. To what extent did the program integrate/Advocacy Strategies to address the root causes of poor sanitation and hygiene among the fishing communities?
- 7.4 What policy implications can be drawn from this Program performance?
- 7.5 To what extent did the program strategy outline clear roles and responsibilities of key partners (especially District Health and education sector)?
- 7.6 To what extent were communities, government and other partners involved in the planning, implementation and accountability of Project core activities?
- 7.7 What can be learned from the program’s M&E system? Which tools were used? Who was involved in setting and implementing the M&E system? What role did communities and other partners (e.g. government/CBOs) play?
- 7.8 How was information generated by the program M&E system used in decision-making?
- 7.9 What were its major strengths?
- 7.10 What were its weaknesses?
- 7.11 How did the program address the following crosscutting themes?
 - (i) Gender – To what extent did the program empower women and girls? To what extent did it create equal opportunities for males and females to participate?
 - (ii) Protection – To what extent did the program promote the protection of vulnerable populations –especially children and women – from exploitation and abuse?
 - (iii) Peace building – To what extent did the program identify and address any potential sources of conflict especially among different in the community? What were the needs? How were these needs addressed?
 - (iv) Environment – To what extent did the program encourage sustainable natural resource management? Are there any critical examples?
 - (v) Disability – to what extent did the program address the needs of people with disabilities?

Sector	Intervention Areas	Achievements	Limitations	Lesson Learned	Recommendations
1.Administration Sector	a) Plans +Budgeting. <ul style="list-style-type: none"> ▪ Audits + field audits. ▪ Trained staff. 				

	<ul style="list-style-type: none"> ▪ Trained community facilitators. ▪ District data bank 				
	b) Quarterly Monitoring missions carried out.				
	Identification of the Local Revenue Base and fully exploited				
	c) Infrastructure development and investment <ul style="list-style-type: none"> ▪ .District block ▪ Sub-county offices ▪ Existing sub-county offices completed ▪ Transient Staff Hostel 				
	d) Procurement <ul style="list-style-type: none"> ▪ Office tools 				
	e) Transport- <ul style="list-style-type: none"> ▪ Motor vehicle ▪ motor cycle ▪ Boats. 				

END OF INTERVIEW- THANKS

Annex Three: Overview of the Baseline sectoral challenges prior to KDDP

HEALTH SECTOR:

❖ The health infrastructure.

In Kalangala district was not sufficiently developed.

The district had two HCIVs at Kalangala and Bukasa, six HCIIIs and four HCIIIs with the nearest referral hospitals at Entebbe and Masaka. There were no functional theatres and most health centers had no adequate space, equipment and staff for delivery of Uganda Minimum Health Care Package (UMHCP).

❖ Services offered

There are 12 technical health care programmes in the minimum health care package; however, those mainly offered include; Curative, prevention, promotion, rehabilitative and surgical services.

❖ Diseases

- The major burden of disease for 0-4 years include Acute Respiratory Infections (ARI) (27%), malaria (25%) and intestinal worms (18%) and for 5+ years, Malaria (41%), Genital infection (19%) and ARI (16%)
- .Communicable disease control, Voluntary Counseling and Testing (VCT) was only done at Kalangala Health Centers (HC)
- No counseling in HIV, AIDS, and STDs was being done in HCIIIs except at Bwendero.
- Prevention of Mother to Child Transmission had started in Kalangala but data was not readily available to indicate the extent of use.
- Malaria fever prevention and home based management had not effectively started. Findings revealed that 70% of the health workers in the units visited had not been trained in immunization and cold chain maintenance.

❖ Health Personnel

- clinical care, major surgery and blood transfusion were lacking in all health units of the district
- Understaffing, communication space, lack of communications systems for referral of patients, lack of laboratories for investigations, reagents and supplies were inadequate. Furthermore; the staffing was 50% of the expected, with the qualified cadres as the most affected with low competencies among the existing staff.

The gaps identified in the health sector:

- i. All HCIIIs were not built to design of a health centre
- ii. The knowledge and skills for delivery of Minimum Health Care Package of health workers was inadequate.
- iii. Medical equipments, drugs and supplies were inadequate
- iv. Communication for a strengthened referral and monitoring system was inadequate
- v. Provision of engine boats and ambulance to health facilities in the island communities of Mazinga, Bubeke, Bufumira, Lulamba, Bukasa and Jana health facilities.
- vi. Low levels of community empowerment for health delivery system.
- vii. Inadequate environment health concerns

EDUCATION SECTOR

The education sector covered two sub sectors; primary and post primary and focused on three major areas of concern; access, improvement of quality of education and improvement of management.

Primary education

The objective of primary education in Kalangala district is the provision of quality basic education to all children of primary school going age.

The key findings:

- Access to primary schools has been achieved to a certain extent by a gradual increase in enrollment; 3238 pupils in 2000, 3686 pupils in 2003 and 3820 pupils in 2004
- Not all children expected to be in school were attending, for instance in 2004 of the 9825 children expected to enroll only 3717 (38%) were in school. The dropout rate was very high, estimated at 60%.

Post Primary Education

- ❖ The district had three post primary schools (Sserwanga –Lwanga Memorial School, Bukasa Secondary School and Ssesse Farm School) which are all mixed, but characterized by low enrollments.
- ❖ There was lack of equipment in the laboratories and libraries and for games and sports.
- ❖ Transport for schools between and within islands was lacking.
- ❖ Teachers' accommodation in schools was inadequate and teachers had to share the available houses.
- ❖ Academic performance in UCE and UACE were improving at Sserwanga-Lwanga Memorial Secondary School as compared to the other schools.

The General challenges identified and prioritized included the following;

- Lack of accessibility to primary schools
- Migratory tendencies of fishing communities
- Lack of parent/ community participation and involvement in ensuring that all children attend and remain in school
- Lack of funds at the district level
- The performance in PLE over years revealed a fluctuating situation with performance rising and falling.
- Lack of instructional materials in the new subjects; Integrated Production Skills (IPS), Performing Arts and Physical Education (PAPE). The text book-in pupil ration was 1:4 in P1-P4 classes.
- There were inadequate games and sports facilities in the schools for effective participation in local and national competitions.

FISHERIES SECTOR

The study in the fisheries sector was done in the five model fishing villages of Kachungwa, Namisoke, Kisaba, Kasekulo and Kyagalanyi (Mulabana). The main objective of the study in the this sector was to acquire a baseline position in the five fishing villages of focus that would provide a basis for continuous comprehensive assessments and provide an evaluation of the trends in the delivery of services and infrastructure improvements as a result of KDDP interventions. The scope of the study was concerned with the sectors of education, health community development, agriculture infrastructure, water and sanitation, local administration, natural resources, power and energy.

The General challenges identified and prioritized included the following;

- ❖ Use of illegal fishing methods and handling used by the fishermen was the order of the day and affected the stock
- ❖ Men were more involved in the fishing as well as women taking the lead in the trade
- ❖ Limited cottage industry in the fishing villages was identified
- ❖ There was rare crop production and limited livestock rearing in the fishing villages as their major economic activity is fishing followed by trade.
- ❖ Lack of access to credit facilities/ institutions in the fishing villages and people would get credit from private individuals other than established financial institutions. This was a hindrance to the expansion of their businesses
- ❖ Deforestation was at a high rate and a threat to the natural environment
- ❖ Poorly constructed dwelling units in all the fishing villages
- ❖ Poor waste management brought about by the unplanned settlements with congested houses
- ❖ Inadequate primary schools in all the fishing villages and fluctuating enrolments of pupils from one class to the other and with lack of scholastic materials.

Annex Four: List of key respondents interviewed

No.	Names	Institution/Position	Sub County	Contacts
1	Ssekiwano Jack Mike	LC111 chairperson	Kyamuswa S/C	-
2	Kiwanuka Hadison	Community Development officer	Kyamuswa Sub- county	
3	Byaruhanga Gonarez	In- charge Bukasa Health Centre iv	Kyamuswa Sub- County	
4	Nakabugo Agnes	Nursing Assistant	Kyamuswa S/C	
5	Makombe Martin	Head Teacher Kiganda Primary School	Kyamuswa S/C	0772-435403
6	Byarahanga Gonzalez	In-Charge Bukasa health centre IV	Kyamuswa S/C	
7	Nakabugo Agnes	Nursing Assistant	Kyamuswa S/C	
8	Namuwaya Florence	In-charge Bubeke Health Centre 111	Bubeke S/C	-
9	Tulyaguma Eric	Head Teacher Bubeke Primary School	Bubeke S/C	0752-947696
10	Namusoke Claudia	Teacher Bubeke Primary School	Bubeke S/C	
11	Ssenyonjo Swalik	Teacher Bubeke Primary School	Bubeke S/C	
12	Kasimbi S	Teacher Bubeke Primary School	Bubeke S/C	
13	Mr Katonnya	LC chairperson/ Mutaka	Bubeke S/C	
14	Mr. Gerald Mugenyi	WATSAN Mobilizer	Bubeke S/C	
15	Mr. Kamanyiro Zephania	Chairperson WATSAN	Bubeke S/C	
16	Ms. Sylvia Nakirijja	WATSAN/ Nabakyala	Bubeke S/C	
17	Ms. Zalwango Ruth	WATSAN	Bubeke S/C	
18	Nalumu Jane	Vice Chairperson LC111	Bubeke S/C	
19	Nambuya Barbra	Sub County Chief	Mugoye S/C	0772-899893
20	Ms. Nalunga	LC. III Chairperson	Bugoma S/C	
21	Ms. Naganda Jane Francis	Chairperson School Management Committee/ Councillor	Mugoye S/C	
22	Namutebi Teddy	Enrolled Mid wife Mugoye health Centre	Mugoye S/C	0782-594019
23	Mukwaya	Teacher Bwendero	Bwendero S/C	0772-301060

	Ibrahim	Multi-Grade School.		
24	Ananuwa Willy	Head Teacher St. Kizito Beta Primary School.	Mugoye S/C	0779-690760
25	Nabbosa Annet	Teacher St. Kizito Beta Primary School	Mugoye S/C	
26	Kato Mukasa Eriya	Teacher St. Kizito Beta Primary School	Mugoye S/C	
27	Nakirunda Suzan	Teacher St. Kizito Beta Primary School	Mugoye S/C	
28	Nakalema Gorret	Teacher St. Kizito Beta Primary School	Mugoye S/C	
29	Mayende Joel	Teacher St. Kizito Beta Primary School	Mugoye S/C	
30	Otayi Rafael	Teacher St. Kizito Beta Primary School	Mugoye S/C	
District level respondents				
31	Mr. Kiweewa Vincent	BMU Member	Bujjumba S/C	
32	Mr. Kibunga Joseph	BMU Member	Bujjumba S/C	
33	Mr. Ssenkungu Usain	BMU Member	Bujjumba S/C	
34	Mr. Kassali	BMU Member	Bujjumba S/C	
35	Mr. Senteza	BMU Member	Bujjumba S/C	
36	Mr. Yiga Micheal	BMU Member	Bujjumba S/C	
37	Mr. Mukasa Fred Kizito	CAO		
	Balemezi Fred	Asst/CAO		
38	Daniel Kikoola	LC V Chairperson		
	Lydia Kizza	Vice chairperson/production		
39	Pius	ICEIDA		
40	Ben	ICEIDA		
41	James	ICEIDA		
42	Krist	Program Manager - ICEIDA		
43	Baguma Jackson	Fisheries		
44	Mbareeba Jack Wycliffe	Fisheries		
45	Maalo Edward Ssemugenyi	NGO Forum		
46	Oudo	Procurement		
47	Mr. Mwesigwa	Education		
48		Vice chairperson LCV		
49	Dr. Bitakaramire	District medical superintendant		

	Hillary			
50	Mr Yiga Francis	Engineer		
51	Sunady Bashir	District chairperson BMU		
52	Yiga Michael	Councilor Mulabana		

Annex Five: References

1. Iceida, Support to the Implementation of Kalangala District Development Programme – KDDP Progress Report January – June 2008
2. Iceida, Support to the Implementation of Kalangala District Development Programme – KDDP Progress Report April – June 2010
3. Iceida, Support to the Implementation of Kalangala District Development Programme – KDDP Progress Report July – December 2008 and Annual Plan of Action 2009
4. Support to the Implementation of Kalangala District Development Programme – KDDP Progress Report January – June 2007
5. Iceida, Support to the Implementation of Kalangala District Development Programme – KDDP Progress Report July – December 2007 and Annual Plan of Action 2008
6. Iceida, Support to the Implementation of Kalangala District Development Programme – KDDP Progress Report January – July 2008
7. Iceida, Support to the Implementation of Kalangala District Development Programme – KDDP Progress Report July – December 2007
8. Iceida, Needs assessment study for Health and Education Sectors Kalangala District Final Report April 2005
9. Iceida, Annual Report 2009
10. Iceida, Support to the Implementation of Kalangala District Development Programme – KDDP Progress Report October – December 2006
11. Iceida, Report on Process Review of Iceida’s Support to Kalangala District Development Programme (KDDP) Final draft September 2009
12. Iceida, Baseline Surveys in Five Model Fishing Villages of Kachungwa, Namisoke, Kisaba, Kasekulo, and Kyagalanyi (Mulabana), Kalangala District March 2009
13. Iceida, Report on the Kalangala District Local Revenue Study December 2008
14. Iceida, Support to the Implementation of Kalangala District Development Programme – KDDP Progress Report October – December 2008
15. Iceida, Support to the Implementation of Kalangala District Development Programme – KDDP Progress Report January – March 2010
16. Iceida, Revised Project Implementation Plan 2006- 2007 Phase 1 and 2008-2010 Phase A

17. Winsor Consult Ltd, Inception Report for the Mid-Term Review of Iceida's Support to KDDP – Phase 1

18. Winsor Consult Ltd, Technical and Financial Proposals to carry out a Mid-Term Review of Iceida's Support to KDDP – Phase 1

Annex Six: The effectiveness assessment tool

OUTPUTS AND TARGETS	FY 2006			FY 2007			FY 2008			FY 2009			FY 2010			5 YR PERFORMANCE		
	YR1 Target	YR 1 Actual	% FY1 Target Met	YR2 Target	YR 2 Actual	% FY2 Target Met	YR 3 Target	YR 3 Actual	% FY3 Target Met	YR 4 Target	YR 4 Actual	% FY4 Target Met	YR5 Target	YR 5 Actual	% FY5 Target Met	5 YR Target	5 YR Actual	% 5YR Target Met
Administration, Community Based Organisations and Private Sector Organisation																		
District																		
Planning/budgeting																		
a) 28 District facilitators trained																		
b) 35 Sub-county meetings held																		
c) DDP rolled annually																		
d) 5 Annual BFPs produced																		
e) Annual budgets and work plans produced			#DIV/0!			#DIV/0!			#DIV/0!			###			#DIV/0!			#DIV/0!
LLG																		
Planning/budgeting																		
a) 7 LLG Development plans produced annually																		
b) 7 LLG budgets produced annually			#DIV/0!			#DIV/0!			#DIV/0!			###			#DIV/0!			#DIV/0!
Data Bank																		
a) 64 data focal point persons trained																		
b) 300 data collection tools for LOGICS produced																		
c) 9 staff trained in LOGICS																		
d) 5 Statistical reports produced																		
e) Functioning district data bank in place			#DIV/0!			#DIV/0!			#DIV/0!			###			#DIV/0!			#DIV/0!

Local Revenue Capacity a) Revenue enhancement plan developed b) 25 staff trained in revenue and expenditure data management			#DIV/0!			#DIV/0!			#DIV/0!			###			#DIV/0!			#DIV/0!
Staff Capacity Building a) 12 scholarships awarded for certificate courses b) 45 participants in 6 workshops trained in generic skills			#DIV/0!			#DIV/0!			#DIV/0!			###			#DIV/0!			#DIV/0!
Staff Development a) Comprehensive CB Plan produced b) District training Policy formulated			#DIV/0!			#DIV/0!			#DIV/0!			###			#DIV/0!			#DIV/0!
Quarterly Joint Monitoring missions carried out			#DIV/0!			#DIV/0!			#DIV/0!			###			#DIV/0!			#DIV/0!
Quarterly Field Audits executed			#DIV/0!			#DIV/0!			#DIV/0!			###			#DIV/0!			#DIV/0!
Office Infrastructure and Facilities a) District Administration Block constructed b) 2 New Sub-county Office Blocks constructed c) 2 Sub-county Office Blocks completed d) 2 Transient staff hostels constructed			#DIV/0!			#DIV/0!			#DIV/0!			###			#DIV/0!			#DIV/0!
Private sector and NGOs in the district			#DIV/0!			#DIV/0!			#DIV/0!			###			#DIV/0!			#DIV/0!

supported																			
Village Development Plans Developed a) 250 Customised Planning Manuals produced b) 5 villages organised for planning c) 48 Community facilitators trained d) Baseline Surveys/Villages Profiling in 5 villages done e) Village situation reports produced f) Strategic Planning Sessions conducted in 5 villages g) Village Plans produced			#DIV/0!			#DIV/0!			#DIV/0!			###			#DIV/0!				#DIV/0!
Village Development Master Plans (Physical Plans) Developed a) Land for 5 beaches secured b) Topographical surveys and maps for 5 villages produced c) Topographical maps disseminated in each of 5 villages d) Physical plans for 5 villages developed			#DIV/0!			#DIV/0!			#DIV/0!			###			#DIV/0!				#DIV/0!
Fisheries Sector, Water and Sanitation																			

Capacity Building (fish quality) a) 3 staff training workshops held b) 12 staff trained in quality assurance c) 15 community workshops held			#DIV/0!			#DIV/0!			#DIV/0!			###			#DIV/0!			#DIV/0!
Infrastructure and facilities a) 1 design and plan for the landing site produced b) 2 fish handling facilities constructed on the main island c) 3 fish facilities constructed on other islands d) 5 fishing villages planted with trees and grass (greening) e) Environmental Impact Assessment (EIA) done in 5 villages.			#DIV/0!			#DIV/0!			#DIV/0!			###			#DIV/0!			#DIV/0!
Capacity Building (WATSAN) a) 5 community sensitisation meetings held b) 2 water department staff trained (short courses)			#DIV/0!			#DIV/0!			#DIV/0!			###			#DIV/0!			#DIV/0!

WATSAN Facilities Development a) Designs and plans for 3 fishing villages produced b) 3 Piped water supply systems in 3 villages constructed c) 15 eco-friendly pit latrines constructed in 5 villages d) 5 compost and refuse sites in 5 villages constructed			#DIV/0!			#DIV/0!			#DIV/0!			###			#DIV/0!			#DIV/0!
EDUCATION SECTOR																		
Forty education officers and head teachers trained in the following subjects; management and administration, curriculum interpretation, multi grade teaching methods, interventions for special needs pupils, HIV/AIDS sensitization, implementation of gender analysis and mainstreaming, and sanitation (health)			#DIV/0!			#DIV/0!			#DIV/0!			###			#DIV/0!			#DIV/0!
Twenty three school governing bodies have trained in appropriate leadership			#DIV/0!			#DIV/0!			#DIV/0!			###			#DIV/0!			#DIV/0!
Three dormitories each about 100 pupils, for Mazinga P/S, Kagulube P/S			#DIV/0!			#DIV/0!			#DIV/0!			###			#DIV/0!			#DIV/0!

(Mugoye) and Kibanga P/S (KTC) constructed																		
Nineteen school kitchens constructed and equipped and handed over to individual school boards for operation			#DIV/0!			#DIV/0!			#DIV/0!			###			#DIV/0!			#DIV/0!
Equipment for games and sports and performing arts provided for twenty three schools. Ninety two sport and art teachers trained			#DIV/0!			#DIV/0!			#DIV/0!			###			#DIV/0!			#DIV/0!
Bannual parent / gmuardian meetings held at twenty three schools and special emphasis put on sensitization of child rights.			#DIV/0!			#DIV/0!			#DIV/0!			###			#DIV/0!			#DIV/0!
Management, monitoring and outreach role of the district staff strengthened by procurement of office tools and transport means (two motor cycles and two boats) and rehabilitation of current assets (vehicles etc). The procurement of assets will be in Kalangala District Local Government Manpower Operations and Maintenance plans			#DIV/0!			#DIV/0!			#DIV/0!			###			#DIV/0!			#DIV/0!

HEALTH SECTOR

<p>Outreaches a) Integrated out reaches conducted quarterly to every village defined to be hard to reach in the sub-counties of Mazinga, Bubeke, Kyamuswa, Bufumira and Bujjumba b) Medical officers at kyamuswa HCIV and Town Council HCIV go on monthly outreaches to every HCIII to administer ARV's and related health services</p>			#DIV/0!			#DIV/0!			#DIV/0!			###		#DIV/0!			#DIV/0!
<p>School Health Support Two nurses from HCIII's and IV's to visit the schools in their catchment area for health education and support. All the 21 government primary schools and the 3 government secondary schools visited every quarter</p>			#DIV/0!			#DIV/0!			#DIV/0!			###		#DIV/0!			#DIV/0!
<p>Capacity Building a) Train staff at HC III and IV in GenderMainstreaming and Management of Gender Based Violence. B) Train staff at HC III and IV Integrated Management Childhood Illnesses</p>			#DIV/0!			#DIV/0!			#DIV/0!			###		#DIV/0!			#DIV/0!

<p>(IMCI). C) Training of Midwives in Anti Natal Care (ANC) and Emergency Obstetive Care (EOMC). d) Train HC III / HC IV staff in HIV / AIDS care. e) Training Health Workers in Treatment of T.B. - CB / DOTS (Directly Observed Treatments). f) Basic training for Health Volunteers g) Training for Health Volunteers in IMCI h) Scholrships to attract Medical Doctors i) Scholarships to attract Clinical Officers j) Scholarships to attract Medical Students (for medical doctors and clinical officers).</p>																			
<p>Health Facilities Equipped and Maintained a) 11 health unit infrastrature maintained b) Maintainance of Equipment and Vehicles including Boats and Engines</p>			#DIV/0!			#DIV/0!			#DIV/0!					#DIV/0!					#DIV/0!

<p>Strengthened HUMCs a) Staff from DHO to hold training workshops for HUMCs to orient them on their roles as the monitoring agents of HU on behalf of the community. B) Quarterly HUMC meetings held per each HC annually</p>			#DIV/0!			#DIV/0!			#DIV/0!			###			#DIV/0!			#DIV/0!
<p>Public Private Partnerships Annual meeting with all private health providers held</p>			#DIV/0!			#DIV/0!			#DIV/0!			###			#DIV/0!			#DIV/0!
<p>Upgrading Health Facilities a) Procurement and installation of Solar systems at Health Centers III and IV (or add to the existing systems as needed). B) Installation of water tanks at Health Centers as needed. C) Mortuary built at kalangala Town HCIV. D) Procurement of office furniture for Health Centers e) Procurement of refrigerators for medicines in all HC's III and IV. f) Procurement of fixed lines in all HC II, III and IV and DHO office.</p>			#DIV/0!			#DIV/0!			#DIV/0!			###			#DIV/0!			#DIV/0!

<p>Health Planning Strengthened a) Management courses held for all in-charge of HC III and IV b) Quarterly management meetings for IC's at DHO c) Monthly radio shows on health related issues. To be tied up to the FAL radio show conducted on Sundays.</p>			#DIV/0!		#DIV/0!		#DIV/0!		###		#DIV/0!		#DIV/0!
<p>Health programmes effectively coordinated and well managed</p>			#DIV/0!		#DIV/0!		#DIV/0!		###		#DIV/0!		#DIV/0!
<p>Strengthened HMIS a) 1 training workshop on health data management (HMIS) held b) 1 health quality community survey conducted.</p>			#DIV/0! !		#DIV/0! !		#DIV/0! !		###		#DIV/0! !		#DIV/0! !

Annex seven: Issues raised at the stakeholders feedback workshop

ISSUES PRESENTED IN THE STAKEHOLDERS WORKSHOP HELD ON 21st October 2010

Overview

The workshop was facilitated by the Winsor Consult Ltd and was held at the Ssesse Habitat Resort in Kalangala District as part of the KDDP midterm review process.

Purpose of the workshop

To present the findings of the Mid Term Review of the ICIEDA's support to the Kalangala district Development Plan

Below are the issues presented by the District Executive Committee (DEC) and the District Technical Planning committee. These issues could be discussed further during the strategic planning process. The review team however notes that most of these issues relate to the day to day work of respective district departments. It is our considered opinion therefore that they should be handled at that level. This will leave the KDDP to focus on the strategic issues.

No	General issues reviewed	Recommendations
1	District Profile	<p>The project implementation phase should support the district Local Government to come up with a District Profile.</p> <p>Justification: A District profile would promote District Tourism as an aspect recommended by the consultant The profile would promote public / private investment partnership/ and investment in all potential areas</p>
2	Establishment of Kalangala District Administration website	Would also promote tourism and ease the day to day operations of the Administration
3.	Retooling all departments (a cross cutting issue)	<p>We take to cognizance of the fact that all KDDP/ICEIDA procurements e.g. vehicles, boats, engines, computers etc. have life span. Most of them are now worn out or will be completely down in the near future- therefore, there is need to buy new ones to replace the old ones as we enter into the next phase</p> <p>Administration</p> <ul style="list-style-type: none"> • Vehicle for chief Administration officer (CAO) • Computers • Motorcycles <p>Retooling Considering the Icelandic International Development Agency (iceida) is our biggest development partner</p>

		<p>through the KDDP with big development, we request special support be extended to the procurement Unit to expeditiously handle the procurement process.</p> <p>Tools required</p> <ul style="list-style-type: none"> • Lap top • Motor bike • Photocopier <p>Works</p> <ul style="list-style-type: none"> • Laptop <p>Finance and Audit</p> <ul style="list-style-type: none"> • Motor boat and corresponding life jackets <p>Planning Unit</p> <ul style="list-style-type: none"> • Lap top • Furniture <p>Health Department</p> <ul style="list-style-type: none"> • Vehicles for the District Health Officer (DHO) • Replacement of all boats and engine and life jackets • Boat ambulance • Installation of solar panels at Mulabana and Jaana the remaining facilities without solar • Installation of water tank at Mulabana
4	Community Based Services (CBS)	<p>We take note of the fact that FAL is winding up in December 2010. We propose that the sustainability aspects of FAL achievements be addressed through provision of funding to the department to carry out advocacy, mobilization of youths and women, support supervision and monitoring.</p> <p>Sanitation improvement, hygiene, etc</p> <p>All the general households recommendations, recommended by the Consultant can best be handled by further considering CBS funding</p>
5	The need to have a Transient Hostel on Buggala Island, because the whole District is entirely hard to reach	<p>Members upheld the need to have Transient Hostels on the far outlying islands, but also put emphasis on the need to at least have one main island of Buggala to cater for newly recruited staff to settle in and staff from the outlying islands (i.e. Outside Buganda who come to transact official business at the Headquarters</p>
6.	Capacity Building to politicians	<p>The Consultant realizes the need to have capacity building continued especially to address aspects of negotiations and trust building. In addition, we suggest</p>

		that politicians be specifically targeted on issue of:- Legislation Budgeting process Orientation (as we expect a new council)
7	Council funding	All KDDP/ICEIDA efforts to improve our meager revenue base, we propose that in the next phase, the donor considers funding the council to execute its legal mandate at least twice a year in order not to stall business where ICEIDA is a major stakeholder
8	KDDP management structure 1. Project Implementation Team(PIT) 2. Project Management Team (PMT) 3. Project Supervisory Committee(PSC)	Members propose that the PIT level, the secretary in charge of the department should automatically consider a member. This would bolster political support supervision and monitoring
9	Upgrading of Kalangala Health Centre IV into Hospital	<ul style="list-style-type: none"> ▪ There is need to handle referral cases from islands ▪ Need to operationalise the theatre to handle operations ▪ Need for the donor to bolster our advocacy for a Hospital
10	Twinning with the people of Iceland	<ul style="list-style-type: none"> ▪ Need to foster a wider cooperation between the people of Kalangala District with a city in Iceland ▪ Need for exchange visits between the people of Iceland and Kalangala ▪ To specifically see our tourism potential promoted in Iceland
11	Construction of administration Block and the 2 sub-county Administration Blocks	The land problem notwithstanding, it was unanimously agreed upon that the administration Block be given top priority to foster a conducive working environment. Similarly, the 2 Administration Blocks for Bubeke and Bufumira Sub-counties be considered
12	District planners	All planning activities revolve around the planner. Fully aware that we have for the last 4 or so years failed to have a substantive planner, an incentive like a top-up allowance be put in place to attract a competent person.
13	Visiting Doctor	Despite the numerous attempts to attract Doctors, the District Health Officer. As we restlessly continue to advertise and train our own Doctors and Clinical Officers through KDDP Sponsorship, we are of the view that the project looks into the issue of engaging a visiting Doctor on specific days at Kalangala Health Centre IV to alleviate the appalling situation. Let the

		project in the would be” – meantime use the incentive for the substantive Doctors who are not in place to cater for visiting doctors.
14	Water and Sanitation	<ul style="list-style-type: none"> • The Consultant referred to the sector as “Water and sanitation”. It should be referred to as Fisheries, Water and Sanitation, • We agree with the recommendations and in addition the CBS Department be funded because it is the best positioned department to undertake issues like promotion of personal hygiene, hand washing behaviors, general household and community hygiene practices. • The committee had recommended the completion of the 2 landing sites at Namisoke and Kachungwa i.e. adding to the facilities the 2 missing floating barges. It is however gratifying to hear from the Project Manager that funds have already been got. • Agreed that the 3 landing sites be completed in the next phase. There is also a feeling that the 5 landing sites are still few. Let the project consider more. • Physical planning for the landing sites should be given a priority to avoid haphazard development/settlements. • Capacity building and sensitization of fishermen/folks at the gazetted landing sites be continued in the next phase. • Fisheries sector be provided with 2 boats and 2 engines with corresponding life jackets.
15	Support to SACCOs	Household improvement features prominently in the consultants recommendations. Therefore this further strengthens our case to be CBS on board to Mobilize SACCOs.
16	Education	<ul style="list-style-type: none"> • The consultant comes up with the idea of expanding dormitories without being specific. We therefore recommend each Sub County be catered for in addition to expanding the existing dormitories and ensuring their better management. • The project document indicated 23 kitchens. All be implemented if funds allow. • Thunder Arrestors be installed in all KDDP funde structures and schools. • Boats for each school be procured, a boat for school inspection – with corresponding life jackets be procured to facilitate sports, midterm reviews examinations, MDD, e.t.c. • Parents, teachers meeting should continue because a lot has been gained. • The Education Department be supported with a

		<p>new vehicle.</p> <ul style="list-style-type: none"> • KDDP should continue supporting all the activities in the sector in addition tailor made training be imparted to teachers to be able to set examinations and ultimately come up with own examinations board.
No.	General issues reviewed	Recommendation
17	Health	<ul style="list-style-type: none"> • ART outreaches should simultaneously run along with Dental services. • Incentives to doctors be upheld. • Training of medical officers be continued. 2 doctors are already at the University. Another 1 doctor be considered in the next phase. 2 vacancies for clinical officers still exist. • Fencing of the Health Units to safe guard property, ensure security of staff be prioritized – the same applies to schools. • Funding to the sponsored students should correspond with the required tuition at the Institute or University. Providing a uniform or flat rate is unfair. Each University or Institute has its own tuition structure. • Strengthening VHTs and creating/ establishing new ones be considered. • Thunder Arrestors to health facilities be looked at. • Fumigation of Health facilities should continue and in addition schools be brought on board.
18	Civil Society Organizations (CSOs)	Civil Society Organizations be supported further through capacity building and provision of funds to enable them deliver services better.
19	Natural Resources	Natural Resources play a complementary role where KDDP has major interests. Therefore, modest support such as a motor bike – would enable the department function better.
20	Phasing out of the project	If there is any restructuring to be done , we recommend that this is done in a phased approach/ manner

Other Issues Raised

The following issues were raised by the participants in response to the findings from the review process.

Administration Sector:

- Broaden the PSC to include a representative from the MOFED
- The construction of the district Administration block at Buggala, Bubeke and Bufumira is still a priority in the ext phase

- Retooling remains an important issue and possibly it must be scaled down to the key critical sectors at the sub- county level

Education Sector:

- We request the donor/ KDDP to provide civil servants especially in the education sector with life jackets at a subsidized price for pupils' use while going for their exams and competitions at Buggala and retention of staff in Islands

Fisheries Sector:

- Reconsider constructing the compost refuse in the constructed 2 model villages constructed

Health sector:

- The idea of upgrading Kalangala HC IV to the level of a Hospital is a great idea because it touches all the sectors
- In order for the District to carry out investment and Tourism Development, it is quite imperative for the KDDP to support the Land s and Natural Resources Departments as to under take the land valuation to identify and ring fence those areas earmarked for Tourism development and investment (protect historical and good sceneries form palm oil extension project)
- Boost the functionality of the Sub- county and parish chiefs in the District
- Not all school age children are attending school, therefore, the activity of mobilizing parents and children be done by the community development department since they are key immobilizers to the community Development programmes in the district.
- Call for more support to the Procurement committee, District Service Commission and Planning Unit for thorough delivery of services to the district
- Build capacity of politicians facilitate legislation and budgeting processes at the district and national level.