

# EVALUATION UGANDA

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## Summary of the Evaluation Report



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## Summary of the Evaluation Report of the work of Uganda Kolping Society

The non-profit organisation Uganda Kolping Society (UKS) is part of the worldwide network of KOLPING INTERNATIONAL. UKS implements projects to fight poverty by building sustainable social structures, which are mainly funded by the German Federal Ministry for Economic Cooperation and Development (BMZ) and other donations. Project work is carried out in all regions of Uganda except Karamoja through self-help groups, called Local Kolping Families (KF). Key areas are sustainable small-scale agriculture, microfinance, youth employment and personal skills development and resilience.

This summary contains the results of the evaluation report of two project cycles, from 2018 to 2020 (1) and 2021 to 2023 (2). The evaluation focused on the relevance, effectiveness, efficiency and organisational capacity and sustainability of the project. Cross-cutting issues such as gender equality were also analysed.

### Relevance

The target group consists of socially and economically disadvantaged people in rural and urban areas. The evaluation found that the project is successful in addressing their main development concerns. These include vulnerability to climate change effects, insufficient skills for production, limited access to resources and the effects of income poverty. Youth employment is addressed as a separate need through a Work Opportunity Program (WOP), which provides vocational training to young people. In addition to the practical skills and financial support, the social needs of the beneficiaries are addressed through project activities in the self-help groups. Overall, they experience improvements in their livelihoods, personal development and resilience. In addition to the direct beneficiaries, family-members as well as the surrounding community benefit indirectly.

The project has established beneficial cooperation with a wide range of institutions, including research institutes, other development agencies, radio and communication centres, religious institutions, local and national political institutions, agricultural companies and vocational training institutes.

### Effectiveness

The performance of the programme is effective. In project cycle 1, all predefined targets were achieved, with the exception of one, which was almost achieved. At the time of the evaluation, project cycle 2 is still ongoing. One of the four stated targets has already been achieved and the others are on track.

The beneficiaries are trained in sustainable agricultural practices, animal husbandry as well as business and financial management skills. They are also provided with high quality seeds and access to savings and credit facilities and Kolping microfinance loans. The evaluation found that the most significant changes from the projects are income generation, improved agronomic practices, nutrition security and the adoption of a savings culture and access to loans. In the WOP, the most significant changes are employment opportunities or even self-employment, possession of skills with the ability to train others, and financial independence.

The report notes that some of the predefined indicators are not precise and extensive enough to measure all components of the targets achieved. For some indicators, a further breakdown according to the characteristics of the intended target group would have been useful.

## **Efficiency and Organisational capacity**

Overall, the design and organisational capacity is good and well implemented by UKS. The staff are able to carry out the project activities, but the increasing number of KFs and the demand for participation require more funds for human resource. Some KFs are still weak and need more guidance and training in management and marketing skills. Apart from that, the financial resources are well utilized and generated maximum outcomes. The report notes that the WOP received a high allocation of 29% of the project funds. Although it benefits a limited number of people, it had a high impact on them.

Internal measures to control operational procedures have been introduced and periodic monitoring visits to beneficiaries by management staff have been established. Although monitoring processes have improved, there is the need of amplification.

## **Sustainability**

The project is socially and economically sustainable for a large number of people. In recent years, KFs have continued to grow, offering attractive incentives to members. At community level, the project has created a sustained interest in new technologies and SMART agriculture practices. At the institutional level, governance systems have been improved and training materials developed. The UKS staff consists of skilled workers guided by well-established social and governance structures, which will help to sustain the progress of the project.

The following challenges must be taken into account for the sustainability of the project results:

- the transparent work of the KF group leaders to prevent mistrust
- family conflicts, based on gender roles, with regard to participation in project activities or conflicts over material things such as land, money or animals
- uncontrollable macroeconomic and environmental factors for smallholder farmers.

## **Cross-cutting issues**

It is noticeable that more women than men have participated in the projects. Through training and other inputs, they are contributing to their own financial independence. Unfortunately, the road to financial independency causes internal family conflicts on the men's side, who see the traditional distribution of roles at risk. Targeted awareness-raising measures are needed to promote mutual understanding within the family. In this way, resentment can be reduced and, at the same time, families can be encouraged to work together and advocate equal treatment for women and men. For the management of the project, an equal number of capable men and women should be represented among the staff, coordinators and the board of UKS.

In the trainings of project cycle 1 and 2, UKS addressed the strengthening of climate resilience, e.g. comprising counteractive measures to unpredictable weather conditions due to climate change.

## **Recommendations**

Overall, the evaluation report indicates that the project delivered on intended goals in both project cycles. The report concludes with the following recommendations:

- Improve internal group dynamics of the KF by building leadership and governance capacities.
- Continuation and further development of training courses on climate-adapted agricultural production and marketing of their self-made products.
- Further expanding the diversification of donors.
- Continue capacity building for business and financial management and supporting the savings and loan groups.
- Allocate additional funds for human resources, transport and equipment.
- Expand support for the WOP and increase the number of beneficiaries.
- Include mentoring and counselling in the Kolping communities and enhance spiritual growth based on the Kolping doctrine.