

# Terminal Evaluation

## Africa

### 1. Outline of the Project

**Country:**

Uganda

**Project title:**

The Comprehensive Study Concerning the Strategies for Poverty Eradication and Integrated Rural Development in Uganda

**Issue/Sector:**

Development Planning

**Cooperation scheme:**

Research Cooperation

**Division in charge:**

Africa Division, Regional Department 4 (Africa, Middle East and Europe)

**Total cost:**

35 Million Yen

**Period of Cooperation**

1 December 1998 - 30 November 2001

**Partner Country's Implementing Organization:**

Department of Sociology and Social Anthropology, Faculty of Social Sciences, Makerere University

**Supporting Organization in Japan:**

Chubu University, Hitotsubashi University

**Related Cooperation:**

#### 1-1 Background of the Project

Uganda set "poverty eradication" as a national goal and was working toward social and economic development. However, as a result of evaluation of Ugandan poverty eradication projects by the Faculty of Social Sciences, Makerere University, it was clear that these projects had not reduced the sustainable effects especially in rural areas. One of the reasons for this was that the projects had not clarified the multiple conditions of poverty in society, available social system, working practices and human and material resources. Under these circumstances, the University planned a full-scale survey and research program from the perspective of developmental anthropology and sociology with the intention of deepening the above evaluation and research, which aimed at formulating concrete strategies on poverty eradication in the rural areas of Uganda. As a next step, the Government of Uganda requested the support of the Government of Japan for the support.

#### 1-2 Project Overview

In order to develop concrete strategies for poverty eradication in Ugandan villages, the Project, together with Makerere University as the counterpart, implemented the research on poverty eradication in rural areas, surveyed the actual conditions in rural areas, and supported development of strategies to eradicate poverty in the rural areas and the development of action plans in the three target areas (the districts of Katakwi, Mpigi and Hoima)

##### (1) Overall Goal

Adequate strategies for the eradication of poverty in rural Uganda are developed by the Government of the Republic of Uganda on the basis of the strategies, which are submitted by the University

##### (2) Project Purpose

The Strategies for the eradication of poverty, applicable to both rural Uganda in general and any particular rural area in question, are constructed and these strategies are submitted to the Government of the Republic of Uganda.

##### (3) Outputs

- 1) A research system entailing an unit with a work plan for the project is established.
- 2) Reality of poverty in rural areas is revealed through the research.

- 3) Basic strategies for the eradication of poverty in rural areas and action plans are constructed on the basis of the research.
- 4) Information concerning rural poverty is shared among Makerere University, the Central Government and local government.
- 5) Knowledge of farmers about the eradication of poverty is deepened through the research and organization on the village poverty project is promoted.

#### (4) Inputs

Japanese side:

Long-term Experts	2	Equipment and Facilities	6 Million Yen
Short-term Experts	10	Trainees received	4

Ugandan Side:

Counterparts	4
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Local Cost

## 2. Evaluation Team

### Members of Evaluation Team

Team Leader/General: Atsushi HANATANI, Deputy Director, Planning Division, Regional Department IV(Africa, Middle East and Europe), JICA  
 Poverty Analysis: Suzuka SUGAWARA, Nagoya University,  
 Evaluation by PCM: Godfrey SALUSE, JICA Kenya Office  
 Research/Planning: Yasuyo KAWAMURA, Africa Division, Regional Department IV (Africa,Middle East and Europe), JICA  
 Project Evaluation: Takahiro MIYOSHI, Fukuyama Consultants Co., Ltd.

### Period of Evaluation

25 August 2001 - 5 September 2001

### Type of Evaluation:

Terminal Evaluation

## 3. Results of Evaluation

### 3-1 Summary of Evaluation Results

#### (1) Relevance

Eradication of poverty has been the top priority of Uganda, and the Government of Uganda has been making efforts in this direction. Makerere University has aimed to play the leading role in research on poverty eradication and this had been its main research theme. The Project took the participatory approach and has reflected the needs of the areas. Judging from above, the Project is highly relevant.

#### (2) Effectiveness

The action plan for the three target areas will be completed by the end of the cooperation period. As for another output, "strategies for the eradication of poverty in rural areas", the draft report will be submitted, but Makerere University will complete it by March 2002, after the termination of the Project period utilizing the research support budget. The Project outputs, such as the improvement of the University's capabilities of survey and research, and actual condition survey in the villages, contributed to completion of the action plans and strategies.

#### (3) Efficiency

The Japanese-side Inputs, the provision of equipment and implementation of training, were conducted as planned. However, the Long-term Expert returned home because of illness, and a replacement Long-term Expert could not be dispatched. The Short-term Experts played a main role, but research corroboration with counterparts was not implemented. As a result, the inputs were insufficient compared with the original plan. In addition, security conditions deteriorated in one of the target areas, Katakwi, and research could not be continued, which affected the achievement of the Outputs.

According to the interviews, the contents, scale and combination of the Inputs were all essential and there was no unnecessary

Input. Many poverty research programs have been implemented by aid agencies in Uganda, and if the Project could have shared this information, the efficiency of the Project would have been enhanced.

#### (4) Impact

In Uganda, a Poverty Eradication Action Plan (PEAP) has already been developed. In the revising process, the effects of the Project which are deeply rooted in the understanding of historical, social and cultural aspects of the target areas are expected to be utilized. Throughout the Project, some positive ripple effects were observed. For example, the people-to-people network between Makerere University and rural areas was established, and poverty eradication research became the major research theme in Makerere University.

#### (5) Sustainability

There is no problem with respect to human resources, research capabilities and continued research in the Faculty of Social Sciences, Makerere University. However, the research expenditure is highly dependent upon external funding, and it may be difficult for the University to continue the research on its own.

### **3-2 Factors that promoted realization of effects**

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#### (1) Factors concerning Planning

The Project took the citizens' participatory approach. As a result, the local residents in the target areas actively participated in Project activities, and the needs of local residents could be reflected in the effects.

#### (2) Factors concerning the Implementation Process

N/A

### **3-3 Factors that impeded realization of effects**

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#### (1) Factors concerning Planning

- 1) The difficulty of ensuring the participation of Long-term experts adversely effected efficiency.
- 2) The research period was too short to complete the strategies.
- 3) As the agreed upon Output vision of "The strategies for the eradication of poverty in rural areas" and the schedule were not obtained by the Project team, the achievement of the outputs was delayed.

#### (2) Factors concerning the Implementation Process

- 1) The progress of the Project was delayed because counterparts were engaged in research commissioned by another aid organization.
- 2) Project progress was delayed because of the lack of a timely review of the activity plan in spite of the unexpected problems which occurred, such as deteriorating security and Ebola hemorrhagic fever.

### **3-4 Conclusion**

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Although there was some delay in the progress of the Project, the original Project purpose will be accomplished. However, to reflect the effect to the policies of Uganda, it is necessary to further upgrade the quality of the action plan for the three target areas and "the strategies for the eradication of poverty in rural areas". Therefore, Makerere University needs to continuously upgrade the quality of the final Outcome. However, if the Outputs are achieved and continuous follow-ups are implemented, a contribution at the policy level will be realized. Because the Government of Uganda has continued to place "poverty eradication" as a national goal, it is meaningful that a people-to-people network between Makerere University and the local governments was established, and that positive ripple effects were observed, such as the results of research, which were utilized at lectures.

### **3-5 Recommendations**

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(1) It is necessary to consider project consistency with the national development plan and the sector programs as Makerere University makes an ongoing effort to accomplish the "the strategies for the eradication of poverty in rural areas".

(2) It is necessary to continuously follow-up the Project to utilize the effects of the Project in the national development plan.

### **3-6 Lessons Learned**

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(1) In the case of a forced interruption of activities or other form of alteration such as that caused by deteriorating security, the project plan should be subjected to a timely review.

(2) The Project presented little opportunity for research corroboration with Makerere University because the Short-term Experts played a main role in the Project accordingly. As a result, the contents of the reports were inconsistent with the objectives agreed upon by the related persons insofar as the framework of the outcome is concerned: "the strategies for the eradication of poverty in rural areas" could not be represented. In cases of implementing a similar project, it is necessary to take measures such as organizing a team with researchers on the counterpart side and the Japanese side at the beginning of the cooperation and have an agreed upon recognition among members of the project team on the output as to the schedules from the early stage of the cooperation.

(3) To utilize the research of other aid agencies effectively, the Project should pay attention to the activities of the Central Government or other aid agencies and exchange opinions actively.

### **3-7 Follow-up Situation**

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N/A