

ACTION DISABILITY AND DEVELOPMENT

DRAFT REPORT OF THE EVALUATION OF ADD'S WORK IN UGANDA FROM 2001 TO DATE

PREPARED BY: ■



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However, trouble in the city does not usually differentiate between the inhabitants. It is a bit like the sun and rain; it affects the good and the bad. So God told the Jewish exiles to do three things:

1. Seek the peace;
2. Seek the prosperity of the city to which He had carried them;
3. Pray to the Lord on behalf of the city.

The same message is very relevant to us today.

USE PART ONE OF THIS PRAYER DAIRY TO PRAY FOR YOUR LOCAL GOVERNMENT.

ALSO REFER TO THE SECTION ON "YOUR BIBLICAL RESPONSIBILITY TO THE PLACE WHERE YOU LIVE" AT THE END OF THE DIARY

Also pray that:

- God will enable the State to take measures to bring about balanced development of the different areas of Uganda (rural and urban);

Ezekiel 11:2,4: *The Lord said to me, "Son of man, these are the men plotting evil and giving wicked advice in this city. Therefore prophesy against them; prophesy.*

- Ask the Lord to expose and remove the wicked men plotting evil and giving wicked counsel in your local government.

Pray for your district council that:

- *There will be good management of the district;*
- *There will be wise allocation of resources;*
- *The Lord will expose and bring down corruption and the corrupt;*
- *The Lord will promote righteousness and justice in all areas of governance of your local government.*

People Group Focus: So (Topeth) & Vonoma (see part three at the end of the prayer diary)

DATE: 26TH OF THE MONTH: YOUTH AND CHILDREN

The children and youth form the largest part of the population of Uganda and the future of the nation. Whoever controls this group has the future in their

EXECUTIVE SUMMARY

Introduction

Action on Disability and Development (ADD) is an international development agency based in the UK and working to facilitate the self-help activities of disabled peoples' organisations (DPOs) in Uganda. ADD started work in Uganda in 1987.

ADD's work involves building capacities of DPOs from the grassroots up to the national level, and facilitating them to address the concerns of disabled people in their respective areas. The capacity building work involves facilitating disabled people to form associations, helping with constitution development, facilitating office running costs, training in leadership, organisational management, fundraising, advocacy and enabling them to develop a voice of their own.

This work has helped to raise consciousness and build confidence among disabled people as a result of which there are now many DPOs (both cross and single disability) at various levels including sub-county, county, district and national levels doing useful work. Currently, ADD works with 17 district unions of people with disabilities and 9 national DPOs. These district DPOs are at different levels of strength depending on the length of existence, length of relationship with ADD; and enthusiasm on part of DPO leadership, which attracts support. The current arrangement is that after working with a DPO for 3 years ADD starts gradual scaling down support by intervals of 25%. Support to a DPO is completely phased out after 5 to 7 year depending on the capacity and growth of the DPO.

The focus on organisational capacity building started around 2001 when ADD started emphasising sustainable organisational development and support of advocacy and lobbying activities of the disability movement. Though the 2001 – 2005 country strategy addressed other areas like access to mobility and orthopaedic services; economic empowerment; education and information; sports, recreation and culture; this was reviewed in 2003 and the new country strategy 2004 – 2008 focuses on only 2 key areas; cultivating capacity; and influence and advocacy. This is a shift away from direct service delivery to activities that are meant to have direct bearing on the institutional capacity of DPOs.

This evaluation is therefore aimed at assessing achievements since 2001 when the gradual move away from direct service delivery started as a basis for appraisal of the new country strategy 2004-2008.

Context

The ADD country programme since 2001 has been implemented within the context of an evolving wider social, economic and political environment. Specifically, this environment includes among others, the growing disability movement, the Poverty Eradication and Action Plan (PEAP), the insurgency in the Northern Uganda; various government programmes to address poverty at grassroots; the Decentralisation process and streamlining of planning; political activities in anticipation of the 2006 elections; and the increased network among civil society organisations and the government. These changes in the environment affected the programme and to some extent determined the achievements made, outcomes and the overall impact of the programme during the

Our constitution under "*Social and Economic Objectives*" states in section XIX that: "*The family is the natural and basic unit of society and is entitled to protection by society and the State.*"

Items for thanksgiving

- The recognition of the place of the family in the constitution and the commitment to protect it.

Ask God's forgiveness for:

- Abdication of responsibility by parents

Pray that

- God will raise strong ministries that minister to families in our nation;
- God will raise through the Body of Christ men who will exercise servant leadership to their families;
- Homosexuality, cohabitation, adultery, child molesting and alcoholism will diminish in our nation;
- The homeless and street children will find homes and families to relate to (Psalm 68:5,6);
- The family unit will be preserved and the biblical family model upheld in our nation.

People Group Focus: Banyoro & Bagungu (see part three at the end of the prayer diary)

DATE: 20TH OF THE MONTH: TRANSPORT AND COMMUNICATIONS

Proper infrastructure in transport and communications is key to the development of any nation.

There is a very high accident rate on our roads: presently very year there are over ten thousand accidents reported and a number of these are fatal.

Items for thanksgiving

- The transport and communications networks we presently have;
- The advent of mobile telecommunication that has revolutionised communication the nation.

period under review. In other words the achievements and constraints of the programme can be best understood within the wider context.

Overall and specific objectives of the study

The overall objective of the study is to assess the impact of ADD Uganda during the period January 2001 to date. Specifically, the evaluation set out to do the following:

- a) To assess the effectiveness of ADD's approach and current strategies as outlined in the 2001 - 2005 strategic plan including the proposed geographical coverage, in the areas of:
 - Strengthening the capacity of DPOs in Uganda
 - Influence and advocacy
- b) To assess the role of ADD's work in complementing support by other organisations to DPOs in Uganda.
- c) To assess the sustainability of ADD's work with DPOs and the sustainability of DPOs and potentially changing role of ADD
- d) Provide suggestions for the future work of ADD in light of the findings.
- e) Appraise the new strategy 2004-2008 in light of the suggestions.

Approach and methodology to the evaluation

The approach to the evaluation took into consideration the context of disability movement in Uganda to involve views and perspectives from wide range of stakeholders both at district and national levels ranging from members of the national and district DPOs, government officials in the districts and other organisations that are stakeholders in the area. At the national level views have been obtained from the key partners of ADD (the DPOs), Parliamentarians representing people with disabilities, some government departments and organisations working in the area of disability; to provide views of the increased capacity on the members of the organisations and the disability movement generally to assess the impact of ADD work.

Considering the geographic spread of the project districts and the diversity of the stakeholders, a sample of 6 districts was selected for detailed assessment. Data collection was done through meetings with ADD, Interviews with national DPOs and other institutions, with leaders of district DPOs and district officials, focus group discussions with members of the district unions, on-spot assessment of projects, feedback workshop with stakeholders in the districts and at national level to synthesise information collected, and then interpretation of data.

Findings

Overall there is overwhelming evidence both at the national level and in the districts that ADD has done tremendous work in building capacities of the DPOs and developing the disability movement in the country generally. All the organisations visited paid glowing tribute to ADD for the support given. Many of the national DPOs mentioned the importance of the support given to them during their infancy which has enabled them grow and establish direct links with other donors.

a) Effectiveness

Functional organisation at both district and national levels: The focus of ADD's work on DPOs has created active and functional organisations that have contributed to the development of the

"...the Lord is our King and He will save us." (Isaiah 33:22)

According to Article 111. (1) and (2) of the 1995 Constituion, Cabinet consists of the President, Vice President and a number of ministers. The function of Cabinet is to determine, formulate and implement the policy of government and to perform other functions as may be conferred by the constitution or any other law.

The word "Minister" really means "servant". As we pray for Cabinet ministers we need to pray that they will develop a heart to serve the population.

Items for thanksgiving

- The men and women that have been placed in responsibility in the Cabinet.

Pray that:

- God will raise up many servant leaders in government;
- Decisions made in Cabinet will be in accordance with God's plan for the nation;
- Cabinet will receive godly wisdom in situations where difficult decisions have to be made;
- Any evil influence will break its hold over the cabinet.

- *Pray for the Prime Minister and members of cabinet that righteousness and justice will be promoted in the affairs pertaining to their work.*

People Group Focus: Lendu & Kuku (see part three at the end of the prayer diary)

DATE: 19TH OF THE MONTH: GOD'S ORDER IN FAMILIES

The family unit was established by God and is the building unit of both the Church and the nation. Because the devil is opposed to everything that God establishes, the family is one of the institutions the devil targets to corrupt and eventually destroy. In destroying the family unit, satan seeks to destroy the society; his agenda is always to kill, steal and destroy (John 10:10).

disability movement and are combating exclusion and marginalisation of PWDs at national, district and grassroots levels. The national level organisations are actively involved in sensitisation and advocacy work at the central level, which is gradually helping to change the situation of PWDs in the country. The operational support given by ADD enables them to cover their overhead costs thus increasing their opportunities of getting programme funding from other donors.

At district level, the district unions, the uni-disability organisations and the women's organisations are visible and known to government and other organisations working in the districts. They are actively involved in sensitising the public and people with disabilities and in mobilising PWDs at the grassroots levels into productive units.

Both national and district organisations hold annual general meetings to democratically elect leadership and for accountability. The organisations are involved in lobbying and advocacy work in the districts and at sub county level, especially on issues of representation and resources to support the work of the district unions.

Consciousness and confidence building: ADD's support to the work the national and district level DPOs are doing has helped to raise levels of consciousness about disability among the public and the disabled themselves. The presence of the DPOs alone, especially at the district level, is a constant reminder to policy makers of the need for their inclusion.

It is evident among the disabled people themselves that the level of consciousness about their rights has made them acquired confidence and sense of responsibility to address their problems in a concerted way. In particular, it is widely acknowledged that at district level ADD's support to DPOs has drawn PWDs together and given them a common voice to lobby and advocate for their rights. These are important developments for the disabled. The confidence helps the DPOs to approach other organisations involved in development work within the districts and to develop partnership in working with disabled people in the districts

Participation of DPOs in the democratisation process and representation: The Disabled People's organisations (DPOs) have been an important factor in facilitating the participation of disabled people in the democratisation process and in their representation on important statutory organs. In all the districts visited the evaluation team met enlightened and dedicated team of disabled people representing their organisations who are working tirelessly to ensure that disabled people play an active role in the democratisation process in the country and are active participants in the decision making processes. They ensure that their democratic decisions are respected and continue to offer support to the elected representatives to enable them do their work well.

Many leaders of the district organisations have gone back to school or are encouraging other disabled people to follow so that they have enough people with the right qualification to represent them on all the statutory organs in the districts. The education enables them to move beyond representation to areas of affirmative action (representation on local councils and statutory organs are forms of affirmative action by government) and compete effectively with non-disabled people for political positions.

- Any neglect of those in the lower ranks of the army especially the foot soldiers whose lives are on the line at warfronts.

Pray that:

- The Uganda People's Defence Forces (UPDF) will effectively fulfill its functions as outlined in the constitution;
- Those responsible for the defence of our nation will be enabled to carry out their responsibilities so that all areas of the land will experience peace and quiet;
- The military will be adequately equipped trained to protect our land;
- Those in authority in the Defence ministry will exercise authority in righteousness and justice;
- The Lord will bring down those that use their positions for selfish motives and not for the service of the people of this land;
- The Lord will weed out all those that have joined the army for the wrong reasons;
- The Lord will continually raise up righteous leaders in this key aspect of the leadership of our nation;
- The Military code of conduct and discipline will be continually refined and enforced so that those who wield the gun will not ever again turn the gun on those they are supposed to protect;
- All the armed forces established in Uganda including the intelligence services will observe and respect human rights and freedoms in the performance of their duties
- The armed conflict situations in our country will become a thing of the past (Psalm 46:8,9);
- All terrorist networks in the country will be found and disbanded.

Pray for the Ministry of Defence management and staff that:

- *There will be good management of the ministry;*
- *There will be wise allocation of resources;*
- *The Lord will expose and bring down corruption and the corrupt;*
- *The Lord will promote righteousness and justice in the governance and service of this Ministry.*

People Group Focus: Basongora & Batagwenda

DATE: 18TH OF THE MONTH: THE CABINET

Empowerment and recognition of marginalized disabilities: ADD's support to DPOs particularly during their infancy has brought about recognition of the previously marginalized disabilities by supporting the formation and/or development of DPOs that address the specific needs of these disabilities. This is the case with Epilepsy Support Association and Mental Health Uganda. The marginalised disabilities are becoming active members of the disability movement both at the national and district levels; as allies in the sensitisation and advocacy processes in their own rights but have also become influential members of the main cross disability organisation, NUDIPU.

Participatory planning and review of ADD country programme: ADD has adopted a participatory method of developing its country programme and plans and reviewing its activities with partner organisations. When well managed this processes allows for scanning of the wider environment through sharing and challenging of ideas, which leads to process of learning. All partners could then use lessons learnt to improve the programme on an on going basis. It is not clear how the lessons learnt are at the moment captured for all participants benefit.

However despite the positive outcomes or effects of the programme, many challenges remain and these affect the effectiveness of the country programme in a number of ways

Strategy development and programming: ADD Uganda country strategy 2001-2005 was particularly based on the global strategy 1998-2002, which was formulated with consultations from the various countries and regions where ADD operates. While this ensured uniform programme development in all the countries in line with the overall ADD vision and mission, there seems to be over adherence to the decisions and strategies developed at the global level with little room allowed for national or local environment and context to determine strategies for regions and individual countries.

Whereas ADD involves DPOs in the process of designing its strategic plans, there was no evidence of ADD providing strategic support to the DPOs in preparation of their own strategic plans to encourage. There was no clear evidence of clearly defined and understood monitoring system embraced by both ADD and the partners on which the partners were taken through a process of learning.

Capacity and advocacy: The effectiveness of ADD's country strategy is also affected by the way ADD implements the capacity building and advocacy and influence activities with the DPOs.

The process of defining capacity building and assessing the capacity needs of the various organisations seems not to be clear at the moment. There were no clear indications that ADD and DPOs established joint perception and understanding of the nature, process and levels of capacity building that acted as a basis for their engagement.

Capacity building has major component of training in various skills and provision of financial support, which are not necessarily empowering or capacity enhancing without the persistent long-term action learning process which involves working closely with the organisations over a long period of time, sharing their challenges and learning together from these challenges to effect

DATE: 17TH OF THE MONTH: THE ARMY

According to Romans 13, government is God's servant to punish the wrong doer. While Police and Prisons to a large extent deal with the unarmed wrong doer, the army deals with armed rebellion and also with groups and nations that threaten the nation. By the very nature of their divine mandate, they are supposed to create a sense of security in the population and not a sense of insecurity.

As a nation we have experienced times when those supposed to protect us turned their guns on us. There have been many changes in this regard and we need to pray that the positive changes will continue.

The functions of the Uganda People's Defence Forces as outlined in the constitution are:

- 1) to preserve and defend the sovereignty and territorial integrity of Uganda;
- 2) to co-operate with the civilian authority in emergency situations and in cases of natural disasters;
- 3) to foster harmony and understanding between the Defence Forces and civilians; and
- 4) to engage in productive activities for the development of Uganda.

Thank God For:

- The changes we have seen in the army in the last twenty years. At one time the presence of military uniform was a great source of fear and insecurity instead of security;
- The measure of confidence that the people of the nation have had restored in the security forces;
- The officers, men and women of the Uganda Peoples' Defence Forces who often literally lay down their lives for the protection of our country;
- The fellowship of believers that is growing among the Defence forces;
- The measure of civil peace that has been achieved by the Defence forces in quelling armed rebellion in the country for example in the Rwenzori mountains, and in Teso and Lango.

Ask God's forgiveness for:

- Times when there has been injustice and excesses by the military;
- Corruption and misappropriation of funds allocated to the military;

changes on an on going basis. The key challenge in the area of lobbying and advocacy is how efforts of the various organisations can be coordinated in an effective way to achieve synergy.

a) Collaboration

ADD efforts to promote collaboration for effective support to DPOs: ADD recognises, that there are other organisations involved in developing the PWD and their organisations, and others providing services to the general public including PWDs. It states from the beginning that it would seek to influence development agencies, governments, multi-lateral and non-governmental organisations (NGOs) to ensure an inclusive approach to disabled people in all aspects of their work. The evaluation was therefore primarily concerned with how the collaborative efforts have drawn in and focused the various stakeholders in working together to promote inclusion of disabled people in their work, hence in meeting ADD's purpose better.

ADD collaborated with the central government (which provides the legal and policy framework spelling out the rights and responsibilities of persons with disabilities) on legal and policy issues through its support to the national DPOs participate in various structures and processes and through the Members of Parliament (MPs) representing persons with disabilities. ADD has both capacity building relationship with national DPOs and that of collaborating to develop the district, sub-county and lower level structures of the disability movement. The major challenge has been how ADD support to national DPOs can strengthen the relationship between national DPOs and the district DPO, and whether and how ADD should continue to support these district level organisations; directly, with the national organisations or through the national organisations.

ADD still has the challenge of building capacities of district unions to constructively engage with district authorities and translate political will into practical development action in favour of disabled persons.

Although the DPOs appear to be collaborating with other agencies and are receiving funding from the organisations although only on yearly basis in some cases, ADD's effort to attract other organisations to support and work with DPOs tends not to be effective at the moment. This also made assessment of contribution of other organisation by the review team rather complicated.

Sustainability

ADD programmes of capacity building of DPOs, is meant to increase DPO organisational capability to work effectively with disabled people and continues to respond to their needs in such way as to have lasting impact in their lives. While this has been partially achieve, the challenges highlighted under effectiveness and collaboration would need to be addressed to obtain lasting results.

Impact

Within the constraints of the weaknesses and challenges discussed in the previous section, the effects and strengths of the ADD programme have contributed to changes or impact in a number of important areas. Impact in this case is seen in terms of the changes taking place in the country within the disability arena especially in terms of facilitating the integration of the needs and concerns of people with disabilities in mainstream development processes. Whereas there is still a

Pray that

- Indeed as our National Anthem states we will live in peace and friendship with all our neighbors;
- Uganda will be a blessing to all her neighbours
- Uganda's ambassadors and members of the diplomatic service will effectively represent the nation;
- Our embassies abroad will be well facilitated and managed so that they do not run into debt.

Psalm 83:4

"They have said, Come, and let us cut them off from being a nation; that the name of Israel may be no more in remembrance."

- Pray that our nation will not give in to growing spirit of anti-Semitism worldwide.
 - Pray that God will arise and defend his everlasting covenant with Israel, and resist and expose the real intentions of the enemies of Jacob.
 - Our relationship with Israel will be strengthened.
-
- Pray that Uganda will move into strategic relationships with other nations that will be mutually beneficial and that will serve the interests of the Kingdom of God.

Pray for the Ministry of Foreign Affairs management and staff that:

- *There will be good management of the ministry;*
- *There will be wise allocation of resources;*
- *The Lord will expose and bring down corruption and the corrupt;*
- *The Lord will promote righteousness and justice in the governance and service of this ministry.*

People Group Focus: The Asian Community and foreigners (see part three at the end of the prayer diary)

DATE: 16TH OF THE MONTH: POLICE AND PRISONS

God instituted human government to bring order to society and to restrain violence. Romans 13: 3-4 tells us the government should hold no terror for the blameless, since it bears the sword to punish evildoers. However, when governments become renegade, they cross their own boundaries and use that sword against the innocent as we have experienced in the history of our nation.

providing resources to enable them start income generating and other productive activities. Disabled people and their families are among the very poor in most of our rural communities let alone northern Uganda. This therefore provides an opportunity to help people with disabilities and parents to access funding or support for various activities at the grassroots level. There are other programmes like the Programme for Modernisation of Agriculture (PMA), National Agricultural Advisory and Development Services (NAADS) etc that also offer opportunities for disabled people to achieve economic empowerment.

Poverty a key issue in all programme districts.

While a lot has been done by the disability movement to sensitise, educate and empower PWDs and parents and families of children with disabilities, poverty still remains a big challenge. Even where the will exists, many families still find it impossible to, on their own, enable PWDs to access resources that will make them productive and independent in the longer run. Poverty also means that PWDs remain marginalised and without confidence to speak out clearly about their problems. Much has been done in the areas of sensitisation, political representation and other areas but one important area where much has not been done is the economic empowerment of people with disabilities and parents of children with disabilities.

3 THE EVALUATION

3.1 Objectives of the study

3.1.1 Overall objectives of the study

The overall objective of the study is to assess the impact of ADD Uganda during the period January 2001 to date

3.1.2 Specific objectives

- b) To assess the effectiveness of ADD's approach and current strategies as outlined in the 2001 - 2005 strategic plan including the proposed geographical coverage, in the areas of:
 - Strengthening the capacity of DPOs in Uganda
 - Influence and advocacy
- b) To assess the role of ADD's work in complementing support by other organisations to DPOs in Uganda.
- f) To assess the sustainability of ADD's work with DPOs and the sustainability of DPOs and potentially changing role of ADD
- g) Provide suggestions for the future work of ADD in light of the findings.
- h) Appraise the new strategy 2004-2008 in light of the suggestions.

3.2 Evaluation questions

- a) What did ADD set out to do to support DPOs in Uganda between the period 2001- to date?

- *The Lord will promote righteousness and justice in the Public Service in our nation.*

People Group Focus: Bahehe (see part three at the end of the prayer diary)

DATE: 25TH OF THE MONTH: LOCAL GOVERNMENT

In order to pray with understanding, we need to know how the local government system operates in our country. According to the 1995 Constitution, Local Government refers to:

- a) a district council;
- b) an urban council;
- c) a sub-county council;
- d) any other unit prescribed by law to replace any of the councils mentioned above.

The local government is based on a council, which is the highest political authority within its area of administration and has legislative powers and executive powers to be exercised in accordance to the constitution. The District Chairperson is the political head of the district. As one chairperson recently put it: the chairperson is the "president" of the district.

The system of local government in Uganda is based on the district, as a unit under which there are lower local governments and administrative units. The system is meant to ensure that functions, powers and responsibilities are decentralized from the Government to local government. The decentralization principle applies to all levels of government and is meant to ensure peoples' participation and democratic control in decision making. Local government units are supposed to plan, initiate and execute policies in respect of all matters affecting the people within their administration. Local governments employ the people in their service and also oversee the performance of persons employed by the Central government to provide services or the implementation of projects in their areas.

The registered voters in the local government domain elect local government councils every four years.

The District Council appoints a District Service Commission with the approval of the Public Service Commission. The District Service Commission appoints the Chief Administrative Officer (CAO) for every district the latter is the chief accounting officer for the district. The District

- b) What did the DPOs (at local, district and national levels) set out to do themselves as individual organisations?
- c) What have been or are the strengths and weaknesses of what was set out to be done? What special measures have been put in place in light of the poverty concerns?
- d) What has been achieved with the DPOs at the different levels during this period?
Consider:
- The developing capacity of DPOs to be democratic, representative, effective membership organisations advocating for their rights. What has been ADD made towards the achievements?
 - What changes has this brought about for the membership i.e. capacity to develop membership, plan, manage, financial management, fundraising, policy advocacy and lobbying, conflict resolution etc? The significance of the outcomes of the programme on the development of the disability movement
 - What changes has this brought about for disabled people based on the country level indicators and what barriers have there been to further achievements?
 - The impact on the lives disabled people in Uganda, the capacity of the representatives of the national federation and district unions and attitudes and policies of the institutions in the programme area, as a result of ADD's input.
- e) What other factors are contributing towards the achievements (actors, environment, etc)? Consider who the organisations are and how ADD collaborates with them and ways in which collaboration can be maintained/enhanced.
- f) In what ways does ADD's work influence the relationship between the district DPOs and national DPOs?
Determine ways in which ADD could work with national DPOs to support district DPOs and strengthen the relationship between the district unions and national DPOs including NUDIPU.
- g) What has been the impact of ADD/global disability movement linkage?
Consider how experiences in the East African region in particular and the African region in general is shared, and what ADD and the movement in Uganda have learnt from the experiences of others within the region.
- h) What lessons have been learnt by ADD and DPOs?
Consider the actual lessons learnt and their replicability-both in terms of Uganda and possibly other ADD programmes.
- i) What do ADD and DPOs consider as sustainability?
What ways can be used to make the DPOs both national and district sustainable even after the exit of ADD
- j) Is sustainability looked at only in terms of what ADD is doing or does it take into consideration the roles of other organisations?

Pray that

- Ugandans will develop a culture of paying their taxes (Romans 13:7);
- Loopholes in fair tax collection and administration will be blocked;
- Tax collectors and administrators will serve with integrity at all levels;
- Uganda Revenue Authority will have a name associated with honour and integrity;
- The Lord will guide those that formulate tax policies to come up with tax regimes that are just and fair and that cover all the citizens;

Luke 3:12,13: *"Tax collectors also came to be baptized. "Teacher," they asked, "what should we do?" "Don't collect any more than you are required to," he told them"*

- Repressive tax regimes will be removed (see 1 Samuel 8:10-18);

Pray for the Uganda Revenue Authority management and staff that:

- *There will be good management of the Authority;*
- *There will be wise allocation of resources;*
- *The Lord will expose and bring down corruption and the corrupt;*
- *The Lord will promote righteousness and justice in the governance and service this vital department.*

People Group Focus: Iteso & Kumam (see part three at the end of the prayer diary)

DATE: 24TH OF THE MONTH: THE PUBLIC SERVICE

Public service means service in any civil capacity of the Government or of a local government the payments for which come directly from the Consolidated Fund into which all government revenue goes.

The functions of the Public Service Commission include:

- 1) To advise the President on appointments of persons to hold or act in the Public Service of Uganda of the rank of Head of Department or above;
- 2) To appoint persons to hold or act in any office in the public service of Uganda other than those referred to in (1) above;
- 3) To appoint, promote and exercise disciplinary control over persons holding office in the public service of Uganda;
- 4) To review the terms and conditions of service, standing orders, training and qualifications of public officers and matters connected with personnel

What is the DPO perception of the support given to them by ADD and their ownership of the programmes activities that have been carried out with ADD?

3.3 Approach to the Evaluation

The approach to the evaluation took into consideration the context of disability movement in Uganda, which meant that whereas most of the information was obtained from ADD and the DPO partners, the views and perspectives of other stakeholders both at district and national levels were also sought.

Initially we the evaluators reviewed the actual role ADD has played in supporting DPOs at both national and district levels to ascertain whether this has led to increased capacity of the DPOs.

Then the effects of the increased capacity on the members of the organisations and the disability movement generally was reviewed by collecting views from members of the national and district DPOs, government officials in the districts and other organisations that are stakeholders in the area. At the national level views have been obtained from the key partners of ADD (the DPOs), Parliamentarians representing people with disabilities, some government departments and organisations working in the area of disability to assess the impact of ADD's work at the broader level in terms of integration of the needs and concerns of people with disabilities into mainstream planning and development processes.

3.4 Interpretation of the assignment

a) Overall objective

The overall objective of the study is to assess the impact of ADD Uganda during the period from January 2001 to date

The evaluators overall strategy was to assess the impact of ADD Uganda's programme during the period 2001 to date and appraise the new country strategy 2004 – 2008 in order to determine the appropriateness of strategy in light of ADD's changing roles.

b) Specific objectives

Objective 1:

To assess the role of ADD's work in complementing support by other organisations to DPOs in Uganda.

Our approach was to assess how much support the DPOs have received, how much of this has come from ADD and what support has come from other organisations. To what extent have the needs of the DPOs been addressed? What remains to be done to turn the organisations into able and sustainable organisations? How can ADD work with other organisations to address these needs in a sustainable way?

Objective 2

To assess the effectiveness of ADD's approach and current strategies as outlined in the 2001-5 strategic plan including the proposed geographical coverage, in the areas of:

- *Strengthening the capacity of DPOs in Uganda*
- *Influence and advocacy*

Pray that:

- The State shall promote and implement energy policies that ensure that the people's energy needs and those of environmental preservation are met;
- The enormous hydroelectric power potential in the nation will be harnessed;
- Electricity will be made to all the rural areas of our nation;
- Other sources of energy apart from hydroelectricity will be developed as well in the nation: Solar, wind, bio-gas;
- Any oil and other mineral wealth present under Ugandan soil will be found and made useful to the nation;
- Environmental awareness will increase and that our environment will be protected from abuse, pollution and degradation.

Pray for the Ministry of Energy and mineral development management and staff that:

- *There will be good management of the ministry;*
- *There will be wise allocation of resources;*
- *The Lord will expose and bring down corruption and the corrupt;*
- *The Lord will promote righteousness and justice in the governance and service of this ministry.*

People Group Focus: Banyara (see part three at the end of the prayer diary)

DATE: 23RD OF THE MONTH: UGANDA REVENUE AUTHORITY

The Uganda Revenue Authority has the responsibility of collecting sufficient revenue to enable the government carry out its programs. Presently the Government of Uganda can only finance about 52% of its budget. Foreigners fund the rest. This makes our country a slave to those that finance our budget.

Thank God for:

- The establishment of this Authority, which has helped increase the collection of revenue for government programs;
- Improvement in Revenue collection

Ask God's forgiveness for:

- The corruption and misappropriation of funds in the Authority;
- Injustice in tax collection and administration
-

Our approach was to evaluate ADD approach and strategies as outlined in the Country strategy 2001–2005 and to appraise ADD’s approach and current strategies as contained in the new country strategy 2004-2008, including assessing the basis for the new country strategy (2004-2008).

Objective 3:

To assess the sustainability of ADD’s work with DPOs and the sustainability of DPOs and potentially changing role of ADD and provide suggestions for the future work of ADD in light of the findings

Our approach was to assess the sustainability strategies that were put in place for the DPOs and the role DPOs played in determining them and the expected roles of other organisations supporting the DPOs.

3.5 ADD Vision, Mission and strategies 2001 to date

3.5.1 Vision and Mission

ADD has a vision of a world where all disabled people are able to participate as fully as they choose at every level of society. ADD believes that one of the most effective means of realizing this vision is by supporting the development of a vibrant and representative disability movement that is actively promoting the rights of disabled people.

ADD mission is to facilitate the growth of the disability movement in the country so as to bring about a lasting social change. ADD supports organisations of the disabled in their campaign for the rightful inclusion of disabled adults and children in society.

3.5.2 Summary of strategies and activities

ADD’s country strategies are developed and reviewed annually on a rolling basis. The 2001-2005 ADD Uganda country strategy was based on the ADD global strategy 1998-2002 and developed in a participatory way during a partners’ conference in 2001. This strategy had 6 operational objectives as outlined in the global strategy:

a) Building strong associations of disabled people.

ADD was to work with disabled people’s organisations to develop democratic effective organizations with plans, which allow them to raise the social status of their members and to lobby effectively for equal opportunities. The aim was also to assist the DPOs to link up with, or join, existing movements of disabled people, to tackle issues of attitude, power and control in an endeavour to challenge the causes of their oppression, assist women and children to organize themselves and pursue initiatives to improve quality of their lives and to support groups of disabled people who are most marginalized within society.

b) Self advocacy and influence

The aim here was to assist disabled people to advocate effectively at national level for laws, which guarantee disabled people’s rights and compliance with the UN standards, to lobby for equal opportunities at regional and district levels, influence policy makers, development agencies and

Items for thanksgiving

- The relative peace and quiet in most parts of the country;

Ask God's forgiveness for:

- The shedding of innocent blood in the land which pollutes the land and brings a curse on it;

Pray that

- Ask the Lord to bring the cycle of violence to an end in our nation;
- Pray for an end to rebellions in the country. May the Lord scatter those who delight in war (Psalm 68:30-31);
- Pray for genuine national reconciliation between the peoples of this nation;
- Ask the Lord to silence the voices that still pedal tribalism and petty divisions.
- The Lord will raise peacemakers in the nation.

People Group Focus: Batwa & Batuku (see part three at the end of the prayer diary)

DATE: 22ND OF THE MONTH: ENERGY AND POWER GENERATION

The development of the Energy sector is very key for the development of any nation. Presently, the energy demands in the country are exceeding the supply available and hence the frequent load shedding. Such a situation begins to directly affect productivity and hence the growth of the economy. We need the implementation of far sighted policies that will ensure adequate energy supply for the coming decades.

Items for thanksgiving

- The energy sources that we presently have especially hydroelectric power;
- The construction and expansion of the dam at Jinja;
- Energy potential in the country including hydroelectric and solar;

Ask God's forgiveness for:

- The squandering of energy resources;
- The mindless destruction of the environment leading to deforestation in many parts of the country

NGOs to adopt an inclusive approach to working with disabled people and to assist disabled people to be involved in decisions about activities designed to benefit them.

c) Access

Here the aim was to ensure that local institutions and services are accessible and to assist organisations providing appropriate mobility appliances or aids to disabled people.

d) Economic empowerment

The aim of this objective was to provide information and training to disabled people in managing their resources effectively, to lobby financial service providers to include disabled people, assist disabled to gain access to vocational training and to provide training for disabled people in setting up their own small businesses, and provide start up capital for revolving funds.

e) Information and education

The aim of this objective was to ensure that development messages and information are accessible to disabled people, provide information on causes and prevention of disability, mobility aids, good health, HIV/AIDS, education and other services. The aim was also to support literacy and numeracy work and to encourage government and schools to take on an inclusive approach to education.

f) Recreation, sports and cultural activities

The aim here was to support recreational, sporting and cultural activities chosen by disabled people and to encourage drama, dance etc. to raise awareness, disseminate information and provide a basis for disability culture.

The 2001-2005 country strategy has been reviewed on an annual basis to what is the current country strategy 2004-2004, which emphasizes 2 areas of intervention for ADD and these were the areas the evaluation focused on:

Capacity building of organisations of disabled people through

- Working with disabled peoples' organisations (DPOs) to develop democratic, effective organisations with plans, which allow them to raise the social status of their members.
- Developing partnership with groups of disabled people who are most marginalised within society such as deaf and blind people and people with mental illness, children with learning disabilities through their parents, women. And people with epilepsy.
- Together with UNAD supporting the development of the deaf community and improvement of communication among deaf people through promotion of sign language.

Advocacy and influence

Here the aim is to assist disabled people to advocate effectively for laws, which guarantee their rights and are compliant with the UN standard rules and with international standards.

4 METHODOLOGY

a) Scope of the study

The evaluation exercise focused on a wide range of stakeholders and collaborators in the project

Ask God's forgiveness for:

- Idolatry and witchcraft in this sector: appeasing of spirits in road and bridge construction;
- Corruption in the road construction and maintenance areas;
- Corruption in the licensing of vehicles and drivers' licenses;
- The corrupted use of the Internet especially in promoting immorality.

Pray for:

- The restoration of standards in the vehicle and drivers licensing procedures;
- The restoration of a good road culture;
- The repair of existing road and rail networks;
- The opening up of new road and rail networks;
- The improvement and development of the aviation industry especially the raising of airlines owned by Ugandans;
- The improvement and development of water transport;
- The raising up of believers in the transport and communications sector who are relevant to the purposes of the Kingdom of God;
- The use of the Internet to advance the Gospel of the Kingdom of God across Uganda;
- The increase of the presence of the messages of the Kingdom of God on the Internet and airwaves.

Pray for the Ministry of Works, Transport and Communications management and staff that:

- *There will be good management of the ministry;*
- *There will be wise allocation of resources;*
- *The Lord will expose and bring down corruption and the corrupt;*
- *The Lord will promote righteousness and justice in the governance and service of this ministry.*

People Group Focus: Bamasaba & Babukusu (see part three at the end of the prayer diary)

DATE: 21ST OF THE MONTH: PLACES WITH CIVIL UNREST

God's will is that we experience peace and quiet in all holiness and godliness (1 Tim 2:1-4). So we can be sure even from God's perspective that something has gone wrong when parts of the nation are experiencing continual unrest.

districts as well as the centre (Kampala). However, with a view of accomplishing the tasks within a reasonable timeframe and given the nature of geographic spread of the project districts and the diversity of the stakeholders, a sample of 6 districts out of the 17 was selected for detailed assessment. The sampling design focused on clustering the districts along geographic attributes and the period ADD has spent in each district as outlined in table 1 below. From the categorisation, 6 districts were then selected in consultation with ADD.

All the national DPOs and other stakeholders at the centre were visited and interviewed. In terms of scope of the activities the evaluation focused on 2 main activity areas as outlined in the terms of reference i.e. capacity building of Disabled Peoples' Organisations and Advocacy and self-Influence.

Table 1: Categorisation of Project Districts

Category A Phased out DPOs	Category B 4 years+	Category C 3 years+	Category D New
<ul style="list-style-type: none"> ▪ Kabarole ▪ Lira ▪ Soroti ▪ Apac ▪ 	<ul style="list-style-type: none"> ▪ Jinja ▪ Kamuli ▪ Iganga ▪ Katakwi ▪ Kotido 	<ul style="list-style-type: none"> ▪ Kumi ▪ Kampala ▪ Mpigi 	<ul style="list-style-type: none"> ▪ Kamwenge ▪ Mubende ▪ Busia ▪ Pallisa ▪ Wakiso ▪ Mpigi
Selected 2 Lira and Kabarole	Selected 1 Jinja	Selected 1 Kumi	Selected 2 Kamwenge & Mpigi

As agreed with ADD the study focused on 6 sampled districts i.e. Lira, Kumi, Jinja, Mpigi, Kabarole and Kamwenge

b) Data collection methods

The study involved the use of both secondary and primary sources of data. Data and views were sought from a wide range of stakeholders. Secondary data gave an insight into the performance of the project and this mainly involved a review of relevant documents available at ADD. This enabled the evaluation team to generate key issues to develop evaluation questions. Major areas of discrepancy at this stage were discussed and clarified. Primary data was collected from various stakeholders and this was mainly through participatory methods

Meetings with ADD

The Evaluation team held preparatory meetings with ADD staff in Kampala to review the existing information and work out modalities and detailed schedules for the whole review process. The Evaluation team however maintained the interaction with ADD throughout the evaluation process to validate information and iron-out discrepancies.

Interviews with National DPOs and other institutions

Interviews were conducted with relevant personnel in the national DPOs and other institutions, especially the Parliament of Uganda. These interviews were conducted using checklist designed, for

- More professionals will be exposed to the gospel.
- More discipleship ministries will be raised among professionals in the nation.

Pray for the Ministry of Tourism, Trade and Industry and the Ministry of Water, Lands and environment management and staff that:

- *There will be good management of the ministry;*
- *There will be wise allocation of resources;*
- *There will be adequate staffing of the ministry;*
- *The Lord will expose and bring down corruption and the corrupt;*
- *The Lord will promote righteousness and justice in the governance and service of the Ministry.*

People Group Focus: Lugbara and Madi (see part three at the end of the prayer diary)

DATE: 15TH OF THE MONTH: FOREIGN AFFAIRS

The second verse of our National Anthem states:

*O Uganda the land of freedom
Our love and labour we give
And with neighbours all at our country's call
In peace and friendship we'll live*

Items for thanksgiving:

- The improvement of relationships with our neighbors notably Democratic Republic of Congo, Rwanda and Sudan;
- The positive image that Uganda has internationally received in recent years;
- The nations where Uganda has opened embassies, and with whom we have good working relations.
- Praise God for Uganda's restoration of diplomatic relationships with the nation of Israel.

Ask God's forgiveness for:

- Times when our country was negatively involved in neighboring countries;
- Bloodshed in other nations caused by Ugandans;
- The exportation of pornography and prostitution from our nation;
- Conning of other nationals by Ugandans (for example the bichupuli saga)

the purpose of obtaining clarification on issues in the documentary review and to generally enhance information gathering.

Interviews with the leaders of the DPOs and district officials.

Interviews were conducted at district levels with leaders of the district unions, councilors of PWDs district officials that included the District Chairmen (LC 5), Chief Administrative Officers (CAO) and the District Rehabilitation/Community development officers, EARS, NGO forum where they were present & other NGOs.

Focus group discussions with members of district unions

Focus/informant group discussions were conducted to qualitatively enrich the information gathered through other survey instruments. Such discussions were held at district level guided by the checklist developed.

On-spot assessment

Physical observations of evidence was used to provide support to the other approaches and helped to enrich both the quantitative and qualitative findings.

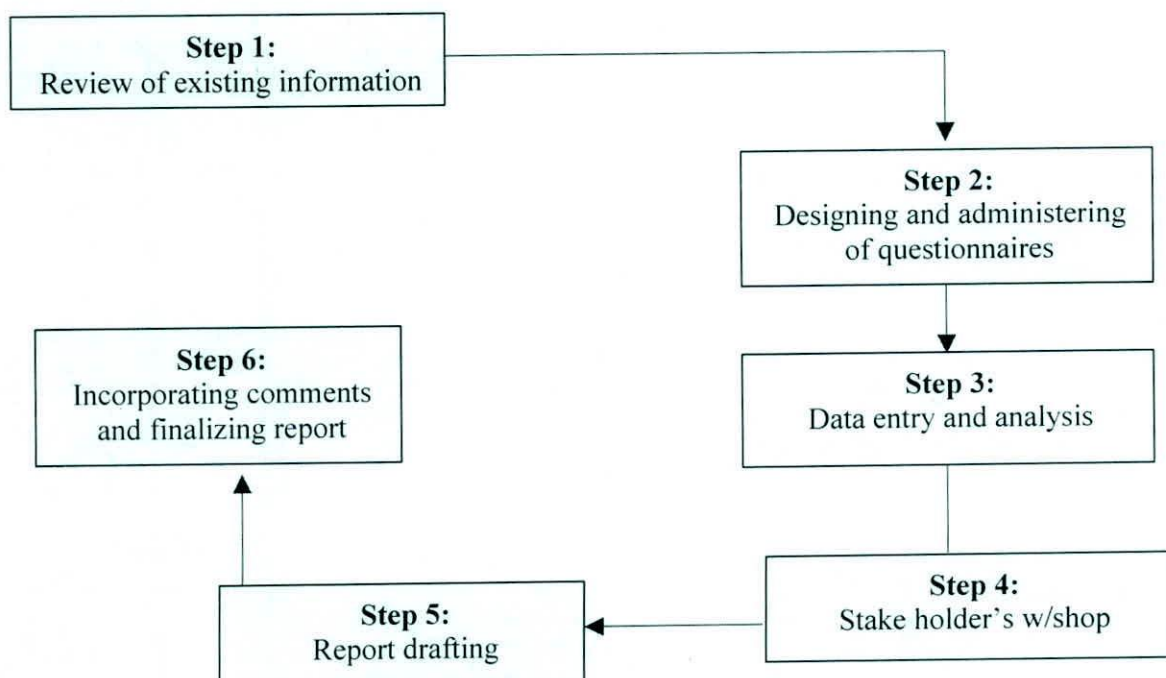
Feedback workshop

A workshop for synthesising information collected was organized on 19 August 2004 to review the findings of the evaluation. This workshop will bring together key stakeholders in the districts and at national level to streamline views, iron out discrepancies and to build up an agreed picture.

Interpretation of Data (Data analysis)

The approach adopted in the study entailed the following logical progression (Figure 1).

Figure 1: Study Approach



- Stations that promote righteousness and teach the gospel will have a strong impact on the listeners and will have increased coverage;
- Godly values and morals will be restored in the media;
- We will see the fall of pornography in the media;
- Those involved in the media: TV, newspapers, magazines, radio etc will uphold truth, honesty and responsibility and that they will not use their skills to manipulate or distort information
- The power of God will visit the places of worldly entertainment like nightclubs and pubs

Pray for the Ministry of Information management and staff that:

- *There will be good management of the ministry;*
- *There will be wise allocation of resources;*
- *The Lord will expose and bring down corruption and the corrupt;*
- *The Lord will promote righteousness and justice in the management and service of this ministry.*

People Group Focus: Mvuba & Napore (see part three at the end of the prayer diary)

DATE: 14TH OF THE MONTH: BUSINESS AND THE HARNESSING OF OUR RESOURCES

Our country is richly endowed with natural resources and a beautiful climate but somehow we have failed to translate this to improved quality of life for our people. In spite of improvements in recent years, Uganda still ranks among the poorest nations of the world. 38% of Ugandans are said to be living below the poverty line; this is a little less than half of the country. Nations much less endowed than ours have achieved a lot more than we have. As a nation, how will answer before God on how we have utilised what He has given us?

Items for thanksgiving

- Thank God for the increasing number of people who are going into self employment;
- The abundant natural resources God placed in our country including wild life and flora.

6 MAIN FINDINGS OF THE EVALUATION

6.1 What ADD set out to achieve and the support to DPOs

ADD's principle objective is to support the growth and development of effective disabled people's organisations (DPOs) in Uganda. Strong DPOs would be able to lobby and advocate for legislation, policies and programmes at the national level that help disabled people to realize their rights in an integrated way, and would assist their members (disabled people up to grassroots level) to meet their basic needs and integrate into the communities. The effectiveness of ADD's work can therefore best be assessed in terms of what has been done and achieved at these 3 levels¹

ADD's work to support the growth and development of DPOs both at district and national levels in Uganda over the period under review, i.e. 2001 to date, has been in the following key areas:

Capacity building

- Funding and/or facilitating general assemblies to form district unions and to make the DPOs accountable to their membership.
- Training in various capacity building programmes, namely, leadership and organizational management, fundraising and resource mobilization, business and loan management etc.
- Funding support or contribution to help DPOs at national and district levels to meet their operational cost.
- Training selected disabled volunteers in disability and development in communities skills, funding DPOs for community meetings, sensitisation of local leaders, and construction of contact places.
- Supporting disabled people to access vocational skills training
- Providing support to DPOs to monitor the running of loan schemes of partner organisations from funds previously provided by ADD.
- Identifying and linking DPOs to potential funders and providing support in fundraising and resource mobilization.
- Supporting information dissemination on disability issues

Influence and advocacy

- Conducting advocacy workshops for DPOs, government, civil society and political leaders at district and national levels, as well as international agencies, NGOs and Micro Finance Institutions (MFIs).
- Supporting lobbying and advocacy by national DPOs on policy formulation

6.2 Effectiveness of ADD's approach

Effectiveness of ADD's work has been assessed in terms of the key outcomes of what has been done with the DPOs, and, the strengths and weaknesses of what ADD set out to do with the DPOs over the period under review. However, the achievements or outcomes realised during this period have their roots in the active work done by ADD in the 80s and 90s both in facilitating the growth and development of DPOs and in direct service delivery to people with disabilities. Overall there is overwhelming evidence both at the national level and in the districts that ADD has done tremendous work in building capacities of the DPOs and developing the disability movement in the country

¹ The three levels of impact in 'measuring added value'

- There will be a genuine spirit of humility and contriteness of heart and no attempt to cover up or justify wrongs.
- The spirit of pride, which makes it difficult for people to accept their sins and shortcomings, will be judged at this time.
- The aggrieved parties will receive a spirit of forgiveness.
- As forgiveness is sought and given, the blood of Jesus, which cleanses from all sin, will begin to speak forgiveness and mercy over individuals, families and the land.
- The same blood of Jesus will bring reconciliation between offended parties including the earth and perpetrators of bloodshed.
- The Lord in this season will remove the curses that have arisen out of the shedding of innocent blood and to let the earth begin to yield its increase and full potential.
- Pray that our nation will really come to experience the sense of being one people and embrace a singleness of purpose as a nation.

People Group Focus: Kebu and Ethur (see part three at the end of the prayer diary)

DATE: 13TH OF THE MONTH: INFORMATION MEDIA AND ENTERTAINMENT

The media has great influence in the national and international affairs of a nation. It is the main way people get to know what is happening in the country but can also be used for propaganda. The media has the power to shape the nation's consciousness for either righteousness or wickedness.

Items for thanksgiving:

- Praise God for the advent of Christian radio stations and television and printed media, which are helping to saturate the nation with the word of God.

Ask God's forgiveness for:

- The way the pornography is being propagated in the nation through the media;
- Any role the media has played in aggravating hatred and disunity in the nation

Pray that:

People Group Focus: Jonam and Nyangia (see part three at the end of the prayer diary)

Pray for the Ministry of Finance, Planning and Economic Development management and staff that:

- *There will be good management of these departments;*
- *There will be wise allocation of resources;*
- *The Lord will expose and bring down corruption and the corrupt;*
- *The Lord will promote righteousness and justice in the governance and service of this ministry.*

DATE: 12TH OF THE MONTH: NATIONAL RECONCILIATION

Our country has had a history of conflicts between various groups and on several occasions this conflicts have led to the loss of life. Presently there is armed conflict in the north of the country.

There is a misunderstanding that time will heal all wounds. This is not true of any wound. It may take time to heal them, but time itself does not do the job. For any wound to be healed it must be dressed with something to prevent infection and then closed. This is true of physical and cultural wounds. History testifies repeatedly that those who attempted to just cover up, or close a wound, caused deadly infections that allowed that wound to burst open again. For this reason the Lord made certain that the unrighteous wounds caused by His people were addressed before the issue could be closed.

The anger and bitterness that has been generated out of conflicts in Uganda must be dealt with and different groups need to seek forgiveness and reconciliation from those they have wronged.

Items of thanksgiving:

- Thank God for the desire that is being expressed of the need to face issues of the past and seek forgiveness and reconciliation.

Items of repentance:

- Ask God's forgiveness for the pride and bitterness which make it difficult for people to seek forgiveness;

Pray that:

generally. All the organisations visited paid glowing tribute to ADD for the support given. Many of the national DPOs mentioned the importance of the support given to them during their infancy, which has enabled them to grow and establish direct links with other donors. The district DPOs were grateful to ADD for the support given in terms of office space and computers, motorcycles, training or capacity building in various areas, income generating support to some specific organisations and the grants given for savings and credits schemes for associations and groups at sub county and parish levels.

The evaluation team also found out that the realization of outcomes was dependant on the point at which ADD got in contact with the DPOs (especially those at district level) and the level of involvement and participation of other actors in working with the DPOs. In many cases the DPOs that were formed long before ADD came in to support them conceived the support as a catalyst to perform better. DPOs that were formed as a result of ADD support or for political reasons of electing representatives of PWDs at the various levels of government were still at delicate stages of vacillating about the future. In a district like Mpigi, for example, where the district organisation was formed in 1993 members were very clear on the purpose of coming together and were able to articulate this in clear terms. This meant that they knew what they wanted and ADD only came in to propel them to achieve what they had set out to do for themselves. This has helped to promote ownership and has enabled better results to be achieved. While on the other hand, for many of the district unions formed for purposes of elections after 1995, similar support tended to have less effective results. In actual fact attempts are being made to transform what initially started as political organisations into developmental organisations, which has not been an easy process. The degree of realisation of outcomes has also been dependent on the participation of other actors in the process of building capacity of DPOs. Kumi district is a very good example where tremendous results have been achieved because of the active involvement of Save the Children in working with the district union.

The effectiveness of ADD's work with DPOs has been considered here in terms of the functionality of the organisations supported; the consciousness and confidence built, their contribution and participation in the democratisation, empowerment and recognition of marginalised disabilities; the nature and role of participatory planning and review of ADD country programme, the perception and context of capacity building of DPOs.

Functional organisation at both district and national levels

The focus of ADD's work on DPOs has created active and functional organisations that have contributed to the development of the disability movement and are combating exclusion and marginalisation of PWDs at national, district and grassroots levels. The national level organisations have active secretariat that are responsible for the day to day running of the organisations and for managing programme activities. They are actively involved in sensitisation and advocacy work at the central level, which is gradually helping to change the situation of PWDs in the country. These organisations hold regular general assemblies to elect leaders and to account to members and have established links with other donors to raise funds for programme work. The operational support given by ADD enables them to cover their overhead costs thus increasing their opportunities of getting programme funding from other donors, as many donors are reluctant to fund overhead costs. Many have mobilised their constituents and formed member organisations at district and lower levels that they support to work directly with disabled people at the grassroots level.

At district level, the district unions, the uni-disability organisations and the women's organisations are visible and known to government and other organisations working in the districts. They are actively involved in sensitising the public and people with disabilities and in mobilising PWDs at the grassroots levels into productive units. In the districts visited the district unions have established sub county associations and groups at grassroots level that are involved in micro savings and credit schemes with the support of ADD or other organisations, but sometimes without external input. The Jinja women's organisation has adopted creative method of providing market to sub-county level organisations by buying material they make to be used in the district level projects. The individual projects involved are still small and many times the capital involved is so meagre. However, they are proving to be a major source of inspiration and bases for group formations. The projects are not only causing excitement among the poor disabled people but are giving hope to many and real opportunities for longer-term economic empowerment to some, which is an important basis for confidence and social integration among PWDs. In Lira, both the women organisation and organisation of the deaf demonstrated a sense of togetherness and hope talking about their projects.

The district unions and other uni-disability organisations also hold annual general meetings to elect leadership and for accountability to members. Though leaders tend to be quite strong and to overshadow members in many of the organisations, there was evidence of transparency and accountability in some of the districts like Kamwenge where information about resources received and expenditure are displayed openly on the notice boards for everyone to see. The organisations are involved in lobbying and advocacy work in the districts and at sub county level, especially on issues of representation and resources to support the work of the district unions.

Consciousness and confidence building

ADD's work with the national and district level DPOs has helped to raise levels of consciousness about disability among the public and the disabled themselves. The presence of the DPOs alone, especially at the district level, is a constant reminder

to policy makers of the need for their inclusion. This message is further reinforced by the sensitisation and lobbying and advocacy work carried out by the organisations with ADD support. In the districts visited policy makers were able to make informed statements about the district unions and the other organisations of disabled people. Though little has been done and achieved in tangible terms, in most of the districts, authorities wanted to demonstrate that PWDs were included in their activities, and that they were at least aware of the gaps in provisions for PWDs.

The District Union helped to sensitise the community that they are also people, so people started respecting persons with disabilities and became more and more in contact with them. With ADD support the disable people are incorporated in our executive committee. *KIINENO*

This consciousness is also evident among the disabled people themselves who have become aware of their rights and have acquired confidence and sense of responsibility to address their problems in a concerted way. In particular, it is widely acknowledged that at district level ADD support to DPOs has drawn PWDs together and given them a common voice to lobby and advocate for their rights. These are important developments for the disabled. Further still the confidence helps the DPOs to approach other organisations involved in development work within the districts and to develop partnership in working with disabled people in the districts as discussed under collaboration. In Kabarole for example, the district union is in contact with the Kabarole Research and Resource Centre and together

Meanwhile in America through legalized abortion, over 40 million American babies have been terrorized in the womb since 1973.

Presently the laws concerning pornography and adultery in our land are not deterrent enough to make people fear to break the law. Censorship on pornographic materials must be restored.

Isaiah 33:22

"For the LORD is our judge, the LORD is our lawgiver, the LORD is our king; he will save us."

- Invite the Lord to be the Chief lawgiver in our nation.

Pray that:

- God's rule and influence will grow in the Parliament and the legislative process.
- The laws of our land will not come into conflict with the laws of God.
- Our Parliament will make godly laws and reject all laws that enshrine evil.
- The Lord will raise legislators that will champion the cause of morality in our nation.
- The pressure from certain quarters to hold the Law of the God in contempt by legalising the abominable acts of prostitution, homosexuality and lesbianism will fail (these issues touch on the very foundation of society);
- The pressure to legalise abortion will profoundly frustrated;
- The fellowship of believers in parliament will be strengthened and out of it strong voices for the cause of the Kingdom of God shall arise;
- The Lord will raise Christian statesmen of the calibre of Daniel and Joseph and David.

Pray for Parliament's management, members and staff that:

- *There will be good management of this institution;*
- *There will be wise allocation of resources;*
- *The Lord will expose and bring down corruption and the corrupt;*
- *The Lord will promote righteousness and justice in the matters of the Legislature.*

People Group Focus: Aringa & Chope (see part three at the end of the prayer diary)

DATE: 11TH OF THE MONTH: THE ECONOMY AND COMMERCE

they are working out avenues of enabling disabled people at grassroots level to access funds for small savings and credit schemes and micro-projects.

Participation of DPOs in the democratisation process and representation

The Disabled People's organisations (DPOs) have been an important factor in facilitating the participation of disabled people in the democratisation process and in their representation on important statutory organs. In all the districts visited the evaluation team met enlightened and dedicated team of disabled people (members of disabled people's organisations) who are working tirelessly to ensure that disabled people play an active role in the democratisation process in the country and are active participants in the decision making processes. And indeed they have made tremendous headway in that direction. The disabled people's organisations play an active role in the mobilization of disabled people and participate directly in election of representatives of disabled people at all levels of governance from grassroots level to the national level. They ensure that their democratic decisions are respected and continue to offer support to the elected representatives to enable them do their work well. In Kumi, for example, the elected representatives of disabled people had been sidelined by the other councillors at LC 5 level and replaced by others handpicked by the councillors. Members of the district union immediately took up the matter with NUDIPU, which addressed it to the Ministry of Local Government and the Electoral Commission. In the end the elected members took up their positions in the council as mandated by disabled people in the district and are working with the union to fight for equal opportunities.

In many districts it has been difficult to find disabled people with the right qualifications to represent disabled people on all the statutory organs, as the minimum qualification is Advanced level (A' Level) and Diploma in some cases. For many years disabled people have been denied the opportunity to access quality formal education and therefore lag behind the rest in terms of educational qualifications. However, the districts are working hard against this odd to ensure disabled people do not lose the opportunity to participate in decision processes and to articulate the concerns of disabled people. In many of the districts visited disabled people are represented on District Tender Boards, District Service Committees, Finance Committees, Land Boards etc. Many leaders of the district organisations have gone back to school or are encouraging other disabled people to do the same so that they have enough people with the right qualification to represent them on all the statutory organs in the districts. The Chairman of the Kamwenge district union, for example, is back to school doing A-level irrespective of his fairly advanced age. The general secretary is doing a diploma course after completing A-level and is set to represent disabled people on the district service committee, which position is currently vacant because of lack of a qualified person. The Kumi development worker is undertaking a diploma level training. An important element of what is happening is the fact that representation is not only limited to areas of affirmative action (representation on local councils and statutory organs are forms of affirmative action by government) but disabled people are beginning to compete effectively with non disabled people for political positions. In Kabarole the general secretary of the district union, who is a councillor on Local Council 5, is the Vice Chairman of the district.

Empowerment and recognition of marginalized disabilities

ADD support to DPOs particularly during their infancy is beginning to empower and bring about recognition of the previously marginalized disabilities by supporting the formation and/or development of DPOs that address the specific needs of these disabilities. This particularly refers to the blind, the

- The hand of the Lord will guide the debates and decisions that will be made concerning the matters for constitutional review;
- The nation will have a smooth time of political transition;
- Unjust laws and those that are in opposition to the word of God will be removed and blocked from being passed;
- The rule of Law will be strengthened in our nation with Ugandans having increasing respect for the law of the land;
- Pray for the Chief Justice, the judges and magistrates that the cause of justice will prosper in all these offices;
- Pray against the perversion of justice in the nation.

Pray for the Ministry of Justice and Constitutional Affairs management and staff that:

- *There will be good management of the ministry;*
- *There will be wise allocation of resources;*
- *The Lord will expose and bring down corruption and the corrupt;*
- *The Lord will promote righteousness and justice in the management and administration of this ministry.*

People Group Focus: Bakozo & Banyabindi (see part three at the end of the prayer diary)

DATE: 10TH OF THE MONTH: PARLIAMENT

"...the Lord is our Lawgiver..." (Isaiah 33:22)

Parliament is the legislative arm of government responsible for making the laws of our land. It is therefore very important that this institution is kept in prayer because it is the gate of the laws of our nation. Laws come into being and are removed or changed through this institution.

In 1967, abortion was legalised in Britain. This act removed restraint on sexual behaviour and the results have been disastrous: teenage pregnancies have skyrocketed and it is documented that by March 1997, a total of 4.7 million abortions had been performed. It is estimated that by the year 2005, Britain will have killed as many as 6 million children - the same number of Jews that Hitler killed! It is one thing for abortion to be carried out illegally, it is quite another to have the laws of the country and its resources supporting it.

deaf, women with disabilities; persons with epilepsy and mental health problems. ADD is currently working with the Uganda National Association of the Blind (UNAB), the National Association of the Deaf (UNAD), 2 women's organisations (NUWODU and DWNRO), Mental Health Uganda (MHU) and Epilepsy Support Association of Uganda (ESA) to advocate and lobby for appropriate provisions for the inclusion of these categories of disabled people into national policy and planning processes. On the other hand, it supports the mobilization of membership and group formation, at district level, as a basis for their participation in decision processes and economic empowerment.

'Epilepsy is now included in the mainstream of disability movement.. Epilepsy was defined as a type of disability in the Disability Bill. It is now recognised as member of NUDIPU. ADD has supported grassroots development of group formation of people with epilepsy'. *ESA*

Suffice to say that the marginalised disabilities are becoming active members of the disability movement both at the national and district levels. At the national level the uni-disability organisations have not only become allies in the sensitisation and advocacy processes in their own rights but have also become influential members of the main cross disability organisation, NUDIPU. The Executive Director of the women's organisation DWNRO represented PWDs on the national Constitutional Review Commission, which concluded its work recently; the current chairperson of NUDIPU (a blind person and a member of UNAB) took over from a deaf person and a member of UNAD. All the organisations are fully represented on the recently launched Nation Council on Disability. At the district level many district unions are chaired by blind people and have deaf people and women with disabilities as active members. This is an important evidence of the gradual integration of the marginalized disabilities into the disability movement and into the policy and decision processes at all levels. A few years back these processes were monopolised by the physically disabled.

Participatory planning and review of ADD's country programme.

An important strength of the ADD Uganda's country programme, which underlies its effectiveness, is the participatory way in which it is developed and reviewed with the partner organisations on a regular basis. All DPOs interviewed, including those at district level, confirmed that they do participate in the development and regular review of ADD's country

'ADD before the beginning of a financial year would organise a planning meeting and they would invite people (representatives) from UNAD, UNAB, NUDIPU, and this is a kind of information sharing in terms of what they have been doing. We also give our opinions and feedback, whether they should improve on the way they do things. then we would know whether they (would) have work or would like NUDIPU or UNAD or UNAB to partner with them'. *NUDIPU*

programme through the partner's conferences organised by ADD. The country strategy (2001-2005) under review was developed during a partner's conference held in 2001 and has been reviewed annually since then. The regular programme evaluation exercises carried out with the participation of all partners are also part of the programme review process. When well managed the processes allows for scanning of the wider environment through sharing and challenging of ideas, which leads to action learning. All partners could then use lessons learnt to improve the programme on an on going basis. At the moment however it is not clear how the lessons learnt are captured for all participants benefit.

- The demise of witchcraft and its abominable acts like child sacrifice and other types of ritualistic murders;
- The failure of false religions in the land (Acts 4:10-12);
- The removal of the spirit of impurity from the land (Zechariah 13:1-3);
- The spirit of boldness in the Body of Christ that refuse to compromise with anything that flows from the kingdom of satan.

People Group Focus: Kakwa & Nubians (see part three at the end of the prayer diary)

DATE: 9TH OF THE MONTH: THE JUDICIARY AND CONSTITUTIONAL AFFAIRS

"The Lord is our judge..." Isaiah 33:22

Justice is a recurrent theme in the scriptures. God is very concerned about the question of justice in any society and many of the Old Testament prophets dealt with issues of injustice in society. One of the parameters that the Lord uses in assessing a society is the way that society carries out justice especially for the poor and defenseless. One of the marks of the messianic reign will be justice (Psalm 72:1-4).

The foundation of a society, a nation is in its common covenants, its mutual agreements, *it's constitution*. In the building of a house, careful attention is paid to the positioning and placement of the cornerstone. The constitution is a cornerstone with the capacity to induce and to set the course of the development of a society. It is a document, which moulds the flow of history, and through which historical events take shape. It directs the course of a nation.

It is therefore important for us in the church to both watch, pray and speak up as the nation goes through a review of this very important document.

The enormous spiritual pressure from groups that would cause this nation to move away from the paths of the Lord must be kept at bay through prayer.

Items of thanksgiving:

However, despite the positive outcomes or effects of the programme highlighted above, many challenges remain, which are grouped under strategy development and programming, and perceptions and understanding of capacity and lobbying. These affect the effectiveness of the country programme implementation.

Strategy development and programming

ADD Uganda country strategy development is very much influenced by the global strategy. The global strategy is discussed or reviewed during the international meetings with inputs from the regional meetings and the country level evaluations or partner's reviews. ADD Uganda country strategy 2001-2005 was particularly based on the global strategy 1998-2002, which was formulated with consultations from the various countries and regions where ADD operates. This may be necessary to ensure uniform programme development in all the countries in line with the overall ADD vision and mission. However, there seems to be over adherence to the decisions and strategies developed at that level with little room allowed for national or local environment and context to determine strategies for regions and individual countries. The cover memo for the 1998-2002 global strategy encouraged countries to use the format in the global strategy in their own planning processes and encouraged them to use the wordings of the aims and objectives. Countries are allowed room only to design activities yet context does not only influence activities but the goal, objectives and outputs as well.

It is appropriate for the organisational vision and mission to be set at the global level but the goal, purpose (objectives), outputs and the activities of the country strategy need to be set at the local level for purposes of the vertical logic from goal level down to the activities, and to avoid being mechanical in implementation. At the moment these seem not to be clearly stated in the country strategy thus affecting direction for the country programme as emphasis tends to be laid on activities (process) level with less attention being paid to how these link to outputs, purpose (outcome) and goal (impact) levels. Flexibility to address specific country (and DPO) details contribute to more effectiveness is addressing the situation of the disabled within local context. The international meetings can then act as a forum for exchange of experiences and learning. Many of the terminologies i.e. aim, objectives and strategies are used interchangeably, which makes it even more difficult to follow the vertical logic and therefore to assess outputs, outcomes and impact of the country strategy.

There is no clear difference between ADD's strategic and annual plans as the strategic plan is reviewed on an annual basis as a rolling plan. The strategic plan should essentially provide long-term direction to the country programme, which is then reviewed and implemented on the basis of annual plans. Whereas ADD involves DPOs in the process of designing its strategic plans, there was no evidence of ADD providing strategic support to the DPOs

in preparation of their own strategic plans (with flexibility to focus on the local situation), or the annual plans. Visionary perspective, based on an understanding of the long term desired change for partners (to be

'The fact that we have no written strategic plan, we tend to fail to know what to advocate for. There is time when we had to write proposal but I did not know what to include because of this lack of plan (straightforward written document, so we had no success'. Respondent

pursue with ADD's support) has not come forth clearly, thus the fear and shock about ADD's exit. Instead, the support given to the various district DPOs tends to be uniform, based on what ADD considers to be appropriate capacity building, and largely does not take into consideration the local situation in each district. If DPOs were actively supported to define their mandate and strategic

Pray that:

- The Holy Spirit will anoint men and women in our day with wisdom and understanding to use technology to improve living conditions and harness the abundant resources we are blessed with as a country;
- The people of our country will develop confidence to be innovative and find creative solutions to the challenges we face in the country;
- Those in authority will stimulate agricultural, industrial, technological and scientific development by adopting appropriate policies and enacting enabling legislation;
- God will give the authorities wisdom to foster research and creativity in the population.

People Group Focus: Babwisi & Bamba (see part three at the end of the prayer diary)

Pray for the Ministry of Education and Sports management and staff that:

- *There will be good management of the ministry;*
- *There will be wise allocation of resources;*
- *The Lord will expose and bring down corruption and the corrupt;*
- *The Lord will promote righteousness and justice in the governance and service of the ministry*

DATE: 8TH OF THE MONTH: IDOLATRY IN THE NATION

Idolatry is worshiping serving, pledging allegiance to, doing acts of obeisance to, paying homage to, forming alliances with, making covenants with, seeking power from or in any other thing or exalting any supernatural being other than Jehovah God. The supernatural beings refer to angelic beings, Satanic deities, territorial spirits, goddesses, and demonic spirits. Idolatry is an act of abomination and rebellion to God, who alone is worthy of worship. Idolatry provokes the wrath of Almighty God. God hates all sin but reserves some of the harshest punishments for those who go after other gods. Unfortunately almost all our cultures are based on idolatry with many practices giving honour to other supernatural beings other than the Lord God Almighty. These acts put the whole cultures on a collision course with Jehovah God. Many of these practices defile the land and bring it under a curse and once this happens, all that live on the land suffer from the effects of the curse. There has been a revival in witchcraft and idolatry in recent years, usually in the name of culture. The increasing number of witchdoctors and increasing reports of ritualistic murders, especially of children evidences this.

direction and enabled to have access to information (especially on networking or funding opportunities), monitor and review their work and learn from them they would not be over dependent on ADD and would solicit support from different sources. ADD in some districts is misinterpreted as NUDIPU and therefore loses inputs to NUDIPU. While it is good for ADD to take a low profile and allow DPOs to take credit for what is done or achieved, the approach and method of strengthening the DPO must be able to instil the required ability and capability.

There was no clear evidence of how programme monitoring and review is carried out and how DPOs or PWDs participate in the process. Monitoring, review and evaluation give opportunities for learning and improvement of the programme on an on going basis. The DPOs too need to have capacity to monitor and review their work and learn from it. Many DPOs visited also felt that reporting was a problem as they were highly criticized in the absence of agreement on reporting formats or support given to DPOs in report writing.

Capacity and Advocacy

Besides challenges at the strategy and programming level, the effectiveness of ADD's country strategy is also affected by the way ADD implements the capacity building and advocacy and influence activities with the DPOs.

Unpacking capacity building and advocacy

The process of defining capacity building and assessing the capacity needs of the various organisations seems not to be clear at the moment. There were no clear indications that ADD and DPOs established joint perception and understanding of the nature, process and levels of capacity building that acted as a basis for their engagement. DPOs could not clearly mention what levels of capacity they should have achieved before ADD exit. There was no evidence of agreed monitoring and evaluation procedures and the gradual process of learning and capacity development/ enhancement - what should be monitored, who should monitor, and how the results of monitoring should be measured and be used for learning. The approach and methodology that should be sufficiently empowering to enable the DPO to take over or manage effectively on ADD exit is seemingly missing, and there is no clear exit strategy.

In many cases capacity building has been limited to training in various skills and provision of financial support. These on their own do not necessarily lead to empowerment or capacity enhancement without the persistent long-term action learning process, which involves working closely with the organisations over a long period of time, sharing their challenges and learning together from these challenges to effect changes on an on going basis. Many DPOs visited, especially those at district level, highlighted the irregular visits by ADD, which are often many months apart, as one of the main concerns as far the relationship with ADD is concerned. They requested for more frequent and more regular visits by ADD staff, which would offer opportunities to identify and address areas of difficulties as they arise. A good prove of this is the positive development in Kumi where SCF is actively supporting the district union by assigning a staff to work with them on a full time basis. This has made Kumi district union one of the most successful DPOs.

In the same way there has been no agreement on what the key lobbying and advocacy issues are and how efforts of the various organisations should be coordinated in this area. As a result the basis for the work ADD does with the different DPOs at both national and district levels in building capacity and

- The corruption that has been associated with the Universal Primary Education both in the registration of schools and pupils, and in the implementation of projects;
- Bad examples that have often been set for students by parents, teachers and other authority figures;
- Examination mal practices.

Pray that:

- Our Educational system will be continually re-evaluated so that we will have a system that gives Jehovah God His rightful central place;
- We will evolve an Educational system that relevant to our socio economic situation;
- We will evolve an educational system that encourages creativity and that prepares students for life and not just for a job;
- Parents will more and more understand their primary role in training their children (Deuteronomy 6);

"A student is not above his teacher but everyone who is fully trained will be like his teacher" Luke 6:40

- Pray that there will be the raising up of godly Educators who will inspire students by their positive examples;
- Pray that we will evolve educational systems that will fully train students in life: knowledge, understanding and wisdom.
- Pray that those with a calling in the field of education will raise biblically based educational institutions all across the country.

Pray for the Ministry of Education and Sports management and staff that:

- *There will be good management of the ministry;*
- *There will be wise allocation of resources;*
- *The Lord will expose and bring down corruption and the corrupt;*
- *The Lord will promote righteousness and justice in the governance and service of this ministry.*

People Group Focus: Bafumbira & Banyarwanda (see part three at the end of the prayer diary)

DATE: 7TH OF THE MONTH: THE DEVELOPMENT OF SCIENCE AND TECHNOLOGY

God is the source of all truth and in Jesus are hidden all the treasures of wisdom and knowledge. God anointed Bezalel, Oholiab and other craftsmen with skill, ability and knowledge in all kinds of crafts (Ezekiel 31:1-6)

supporting advocacy and influence work is not very clear. In addition, the absence of clear guidelines on where ADD would like to see the DPOs in the longer run (sustainability) and therefore what capacities they would need to get there, has caused ADD's work with the different DPOs to be almost uniform and it focuses on capacity building more than organisational development.

Because of the focus on capacity building as opposed to organisational development, which is a long-term action learning process, most districts unions remain institutionally weak. Their staff and executive committee are still not able to conceptualise issues and are not quite conversant with policies. There is no doubt that many unions have done tremendous work in the districts, however, in most cases, this is as a result of the contributions made by a few members of the executive, especially the chairpersons.

Capacity building and advocacy in a vacuum

During the 80s and 90s ADD work involved both capacity building activities with Disabled People's Organisations and direct service delivery, including training of CBR volunteers, income generation activities, provision of assistive devices and others. This meant that the capacity of DPOs was being built within the context of service delivery i.e. to provide specific services to people with disabilities. Within that context therefore service delivery provided a basis and legitimacy for the capacity building and advocacy work ADD did with the DPOs. Whatever little was being achieved through direct service delivery gave justification and reason for more capacity building and advocacy work as it helped to give the DPOs a reason for existence and yardstick for assessing their capacity. On the other hand the increased capacity of the DPOs to successfully lobby meant more resources coming through from government and other agencies for service delivery. The two appeared therefore to have supported each other. However, this was more of capacity in terms of provision of funds and some training without appropriate methods of monitoring specific capacities being built and the resultant learning to ensure that activities being funded produce value for money.

Hence, from about the year 2002, ADD's work shifted away from direct service delivery and focused purely on capacity building and advocacy work with disabled people's organisations. This meant that context was lost, as disabled people appreciated the value of the DPOs in terms of the services provided by the organisations, especially within the context of the poverty situation in Uganda. In a sense therefore capacity building and advocacy is being done in a vacuum without the context or standard for assessing performance (service delivery).

Emphasis on political power and representation

The District DPOs have tended to over-emphasise influence on and attainment of political power and representation at the expense of development-oriented approach that would have defined important inclusion issues for effective advocacy and lobbying work due to lack of support to DPO in defining and coordinating the issues. While individuals among the leadership of the District Unions seemed to have established easy access to the political leadership in the respective districts, hence appearing enlightened and looking empowered, most did not know how to address their issues with the technical structures and processes. There is little evidence of interaction between DPOs and the technical structures and processes to identify opportunities and possibilities of disabled people benefiting from existing government and NGO/CBO programmes and lobbying for them. In Kabarole for example the District Community Development Officer indicated that if the District Union had got in contact with

- We will experience a season of revival that will impact our cultures and totally purge them of satanic practices;
- The Lord will protect us from corrupting influences from foreign cultures;
- The Gospel of the Kingdom will penetrate every culture in this country;
- Our cultures will be transformed so that they become based on Christian foundations;
- The traditional rulers who are the custodians of culture will experience the power of the Gospel of the Kingdom and come to a saving knowledge of the Lord Jesus Christ.

Pray for the Ministry of Culture and Community Development management and staff that:

- *There will be good management of the ministry;*
- *There will be wise allocation of resources;*
- *The Lord will expose and bring down corruption and the corrupt;*
- *The Lord will promote righteousness and justice in the governance and service of this ministry*

People Group Focus: Batoro and Bakiiga (see part three at the end of the prayer diary)

DATE: 6TH OF THE MONTH: EDUCATION

Education is life and the three dimensions of life are knowledge, understanding and wisdom. Knowledge is facts, data. Understanding is the ability to interrelate that knowledge, the ability to give it meaning and to draw out understanding for the process of knowing, handling and processing that information. Wisdom is the expression of the person of God in our lives and this comes from knowing God and learning to walk in His ways.

Education's goal should be to prepare one for life and not just to prepare one for a job. As such it must equally address all the three areas of Knowledge, Understanding and Wisdom.

Items of thanksgiving:

- The positive role Christian Education has played in the shaping of the values of our nation: most of the first schools were missionary schools;
- Thank God for the commencement of Universal Primary Education.

Ask God's forgiveness for:

him the trained CBR volunteers would have been employed as change agents under the IFAD funded programme in the district. In Kumi there is vivid recognition of disability by the technical officers such as Assistant Chief Administrative officer and Community Development Officer spoken to. However, when it comes to making budgetary provision, the Acting Community Development Officer talked about only providing some stationary to the District

Union. In Jinja, it was said that even when some lump some provisions are made, the District Union does not come up with development proposals to spend it.

Although the district has codes, the disabled persons are allocated money without code so that they come up with some plans. Sometimes if they come with some activities money allocated to them is given to them. Sometimes if they come a bit late they find the money has been reallocated to other activities. Many times PWDs are still marginalised because money budgeted for them in misappropriated or reallocated to other activities. Vice Chairperson Jinja

The District Unions have been trained in planning and leadership but have not adequately linked their plans to district development plan or to CSOs. While the technical structures and processes prepare plans and budgets for approval by the District Council, the advocacy efforts of the DPOs are directed towards the politicians. Lobbying and advocacy issues thus miss out on presentation of issues constructively as development issues and including them in development programmes. DPOs rarely touch on issues of assistive devices, accessibility or education of children with disabilities. Hence, disability is looked at as a social welfare activity under the District Rehabilitation Officer (DRO). The lobbying and advocacy issues should promote disability as a cross cutting issue which has relevance in all the sectors. This approach builds a high level of consciousness in the local government to see disability as a development issue and concern.

'The district union should come out and show us the areas to be captured. These people should be trained to come out with their issues clearly so that they can be included in the development plan. They have representatives but do not have the capacity to push the issues of the disabled.' *Sight Savers*

One of the contributing factors is the over emphasis ADD's places on the development of structure without paying due attention to what the structure needs or is supposed to do in order to reach the ordinary person with disability in an effective way. Helping DPOs to understand what needs to be done for their members is probably the next stage ADD needs to focus on. This requires clear recognition and identification of capacity building needs and areas. Where capacity does not exist within the DPOs, encouraging them to work with non-disabled people, as allies, may be options to consider.

Working with disabled children

One obvious gap in ADD's work in building capacity of DPOs to work with disabled people is how disabled children should benefit from the programme. While most of the organisations visited admitted that little was being done for children with disabilities especially in ensuring care and protection at home, medical care and their education, not much was offered in terms of solutions to the challenge. Unfortunately disabled children are not members of the DPOs and their voices cannot therefore be included in decisions made by these organisations. Most times parents speak for the children, but many DPOs have not opened membership to parents of disabled children, as they are not disabled themselves. And unfortunately, ADD cannot work directly with the children as there has been a move a way from direct service delivery. The challenge remains and ADD together with the programme partners have to

- *The Lord will expose and bring down corruption and the corrupt;*
- *The Lord will promote righteousness and justice in the governance and service of the ministry.*

People Group Focus: Basoga and Balamogi (see part three at the end of the prayer diary)

DATE: 5TH OF THE MONTH: CULTURE & TRADITIONAL RULERS

Culture is the manifestation of the peoples belief system. Unfortunately most of our culture are based a faulty belief system that excludes the knowledge of the God of the bible. Our cultures are largely based on idolatry which is worshiping serving, pledging allegiance to, doing acts of obeisance to, paying homage to, forming alliances with, making covenants with, seeking power from or in any other thing or exalting any supernatural being other than God. The supernatural beings refer to angelic beings, Satanic deities, territorial spirits, goddesses, and demonic spirits. Idolatry is an act of abomination and rebellion to God, who alone is worthy of worship. Idolatry provokes the wrath of Almighty god.

Idolatrous acts in our cultures include:

- Ancestral worship;
- Worship of trees, hills, rivers, lakes and other created things;
- Festivals and rituals dedicated to the appeasement of spirit beings;
- Blood sacrifices on land or buildings;
- Witchcraft practices;
- Abominable traditions, customs, and practices (Deuteronomy 18:9-12);
- Rituals related to childbirth like burying of the umbilical cord in certain places and rituals related to the birth of twins;
- Initiations that include blood sacrifices and ritualistic ceremonies (they are at best, admission of the initiates to the ancestral worship of the tribe;
- Burial ceremonies - most tribal funerals include appeasing of the dead through sacrifices, sexual cleansing, shaving, dances - usually these are demonic rituals (Deuteronomy 14:1,2).

Ask God's forgiveness for:

- The way that we have provoked Him to anger through idolatry;

Pray that:

find ways and means of including children with disabilities on the agenda as they are very much part of the disability movement.

Geographical distribution

While ADD is playing an important role in helping DPOs to grow and develop, the work is at the moment limited to only 17 districts out of a total of 56 districts in the country. The remaining districts that have not been targeted would obviously benefit from the support offered by the programme and need to be reached. Yet ADD also has to be realistic in terms of what is achievable given resource limitations and its internal capacity. Worse still the current programme districts are not evenly distributed geographically. Some regions have been reasonably well covered while other regions have not been affected. The challenge for ADD is therefore how the imbalance will be addressed but more importantly how most if not the programme will affect all the districts in the country.

6.3 ADD efforts to promote Collaboration for effective support to DPOs.

While Action on Disability and Development (ADD) works to facilitate and support the self-help activities of disabled people's organisation (DPOs) from grassroots to national level in Uganda to address the concerns of disabled people in their respective areas, there are other agencies involved in the development of the same constituency. There are organisations providing services to the general public including persons with disability and the DPOs. ADD recognises², this and states that it seeks to influence development agencies, governments, multi-lateral and non-governmental organisations (NGOs) to ensure an inclusive approach to disabled people in all aspects of their work. The evaluation of ADD collaborative work in the disability movement focuses primarily on collaboration with the government (central and local governments), NUDIPU and the 7 uni-disability and disabled women organisations; and other NGOs supporting the disability movement. The review is primarily to determine how the collaborative efforts have drawn in and focused the various stakeholders in working together to promote inclusion of disabled people in their work, hence in meeting add purpose better.

The central government

The central government in Uganda provides the legal and policy framework, which spells out rights and responsibilities of persons with disabilities, and ensures that these laws and policies are effectively operationalised. ADD advocated for laws, which guarantee disabled persons rights in compliance with the UN standard rules. It engages in supporting the body of disability movement in influencing the decision making, legal and policy making structures and process in order to develop and formulate laws and policies that are disability friendly and at the same time inspire and shape the development of persons with disabilities and their organisations in constructive ways. The laws, policies and decisions implementation must be effective in steering the DPOs, the disabled persons and the society at large to collectively and proactively embrace responsibility for development. ADD collaboration with the central government on legal and policy issues is through its support to the national

'ESA participated in drafting policies regarding epilepsy when it worked with Ministry of Health. We have managed to ensure that one of the essential drugs for epilepsy is on the essential drugs list.' *ESA*

DPOs that lobby for and participate in various Ministry and sectoral meetings, CSO forum, etc) to develop national policies.

² Measuring Added Value developed by ADD in September 2002

- The nation will enter a new season of agricultural abundance where the enormous agricultural potential of this nation will be realised.
- Pray also that there will be proper management in the exploitation of our resources

Pray for the Ministry of Agriculture, Animal Industry and Fisheries management and staff that:

- *There will be good management of the ministry;*
- *There will be wise allocation of resources;*
- *The Lord will expose and bring down corruption and the corrupt;*
- *The Lord will promote righteousness and justice in the governance and service of this ministry*

People Group Focus: Banyankole and Bahororo (see part three at the end of the prayer diary)

• **DATE: 4TH OF THE MONTH: HEALTH AND MEDICAL SERVICES**

Uganda has one of the highest infant mortality rates in the world; it is presently 68/1000, which means that 68 babies out of every 1000 born will be dead by their first birthday. Compare this with Sweden whose infant mortality rate is 0.5/1000! Ironically, for a country, which has good climate and plenty of food, a high level of malnutrition contributes to this high figure to a great extent (approximately 50%). The stunting rate among children is 38%. This results in poor growth and development, increased risk of infection and reduced ability to fight disease. Malnutrition of this sort is almost non-existent in many countries less endowed than ours.

Uganda also has one of the lowest life expectancies in the world; presently it is 42 years, which means that on average most people born today would be dead by their 42nd birthday. Compare this with China whose life expectancy is 70 years. We are a nation, which does not benefit adequately from the contribution that the elderly can make to society.

Despite the low life expectancy, Uganda has the second highest number of children per woman of 6.9 next to Mali (7.2). Unfortunately most of these children are born out of wed lock and many to teenage mothers. They are born into a socio economically disadvantaged environment with dark spiritual covering over their lives. We have the highest rate of teenage pregnancy in Africa and significantly high criminal abortion rates though the exact figures are not known. The maternal mortality rate-that is the number of mothers dying from pregnancy related conditions has persisted at 509 for every 100,000 live births.

Advocacy issues are also channelled through the Members of Parliament (MPs) representing persons with disabilities - elected through the NUDIPU structures. During the period under review, the relationship with MPs was characterised by close and mutual partnership. It involved joint mobilisation, information sharing in developing disability issues that are mainstreamed in the laws and policies; identifying and interpreting strategic issues; developing strategies of addressing and advocating for the disability issues; and provision of financial support. The following were some of the specific areas³, which have had positive impact:

- ADD supported the MPs and DPOs when they worked to gather information to input into the constitutional review amendments to mainstream issues of disabilities, in terms of identifying some of the issues.
- ADD gave views and funded the consultations on International convention of persons with disabilities.
- ADD provided guidance to the development of specific laws e.g. the disability bill, which is in draft form, policies related to persons with disabilities and the formulation of the National Council for persons with disabilities, and others.
- The ADD/DPO relationship provides information about the needs of PWDs in their constituencies for the benefit of the MPs and NUDIPU.
- ADD and MPs discuss their plans for CBR work and other activities together,

ADD collaboration with national DPOs

ADD has both capacity building relationship with national DPOs and that of collaborating to develop the district, sub-county and lower level structures of the disability movement. ADD builds capacity of national and district DPOs by working directly with the organisations at the 2 levels. ADD has worked with NUDIPU to build up district unions of persons with disabilities and with national uni-disability DPOs to build district level associations each of which is developing structures to the grassroots levels.

The major challenge has been how ADD support to national DPOs can strengthen the relationship between national DPOs and the district DPO, and whether and how they should continue to support the district level organisations; directly, with the national organisations or through the national organisations. What relationship will the national DPOs have with district and lower level DPOs when ADD exits? The second major challenge is its ability to strengthen the national DPOs capacity and capability in influencing government organs ministries/ departments, CSOs and international organisations in addressing disability issues.

NUDIPU perceives its collaboration with ADD more as cordial in information sharing and collaborative activities (networking)⁴. For instance, while both NUDIPU and ADD engaged in developing training manuals, in resource mobilization and capacity building, these are guided by information developed by ADD. Whenever ADD is training the District Unions (members of NUDIPU), the staff of NUDIPU are invited to participate in the training. There is some level of understanding between ADD and NUDIPU that ADD may go ahead to support the DPOs and PWDs at

³ Interview with Members of Parliament representing persons with disabilities.

⁴ Interview with NUDIPU

- Pray that Africa will enter a season of healing and deliverance as a result of intercession (Is 19:20,22);
- Pray that Africa will enter a season when the Lordship of Jesus Christ will experienced all over the continent (Is 19:21);
- Pray that Africa will enter a season when Africa becomes a blessing in the midst of the earth especially as blessings flow OUT OF the continent to the Middle East and the rest of the world (Is 19:23);
- Pray that Africa will rediscover its redemptive calling as a place of provision and refuge in time of international crisis; as a place that will send out ambassadors for the Kingdom of God; as a place where heaven will receive a lot of prayer and praise in these days as we approach the end of the church age

People Group Focus: Baganda & Baruli (see part three at the end of the prayer diary)

DATE: 3RD OF THE MONTH: AGRICULTURE, ANIMAL INDUSTRIES AND FISHERIES

Items of thanksgiving:

- The resources that we have been blest with in terms of land, water and animal life;
- rainy season which comes twice a year;
- The fertile soil which produces green vegetation throughout the year;
- The produce of the land and water which we already enjoy (the crops, fruit and fish);
- The crops that have sustained our economy up till now;

Ask God's forgiveness for:

- The shedding of innocent blood which affects the productivity of the land (Genesis 4:11,12);
- The dedication of the harvest in some places to the powers of darkness;
- The exploitation of farmers who are the primary producers by middle men;
- The lazy attitude in our people that has led to the under-utilization of our resources.

Pray that:

- We will learn how to properly use the climate and soil God has endowed us with.
- As a result of harnessing the agricultural potential of the land, Uganda will become a food basket for Africa.

the district and sub-county levels in their development. ADD funds annual general meetings of district unions, which are facilitated by NUDIPU. NUDIPU confessed that it is fully informed about ADD work in the districts. ADD has often consulted NUDIPU for advice for direction, and it makes efforts to steer NUDIPU in bringing the organisations involved in supporting persons with disability together to find direction and strategies in handling issues⁵.

However, there was no evidence that the collaboration is properly designed in the 2001-2005 plan or annual planning processes or in any formally written form. In focus group discussion with NUDIPU and ADD at different times, each party expressed desire to discuss and agree on concrete plans and approach in supporting the Unions in their development. This has not taken place. It is unclear as to why the two bodies have not engaged in mutual working relationship, instead of the apparent resistances, complaints⁶ and possible duplication of work in some arrears. This situation is further aggravated by the fact that district DPOs prefer to work directly with ADD without passing through the umbrella organisation because they fear that their money would not reach them in wholesome. There was a feeling expressed by the unions during interviews that NUDIPU receives funding on their behalf which does not reach them adequately.

The above situation can be partly explained by the lack of clearly spelt out, agreed and implemented vision and design for the development of the DPOs. NUDIPU, ADD and the unions have not agreed on the nature of capacity that each DPO must possess in order to effectively and independently manage itself; as well as the processes involved in building the capacities; as a strong basis for ADD relationship/ collaboration with NUDIPU and the district unions in strengthening them. NUDIPU feels it has constitutional mandate over the district unions, yet it insists the district unions are independent especially in terms of mobilising resources. NUDIPU needs specific capacities to be able to step in to support the unions on ADD exit, lest what has been achieved with collapse. This includes NUDIPU capacity to open up and be transparent about resources it receives for various activities with persons with disabilities, capacity to understand areas that need complimenting in order to sufficiently provide for the unions; how its vision for the unions fits into their own, and clearly define nature of relationship they should build.

On the other hand, the emergence and development of the various uni-disability DPOs who should be strengthened to take on the development of their constituencies, demands that NUDIPU redefines its role within the disability movement to avoid duplication. Respondents acknowledged this situation and hold ADD responsible to facilitate the change⁷. It would be difficult for ADD to deny responsibility for ensuring firstly that NUDIPU becomes conscious of the need to redefine its roles, and of providing capacity to NUDIPU to fulfil this new role.

There was no evidence of how ADD and NUDIPU worked together during the period under review to influence the work of CSOs and international organisations for inclusion of development of persons with disability in their plans.

⁵ Discussions with ADD staff.

⁶ Interview with NUDIPU.

⁷ Interviews with uni-disability DPOs.

- The gathering in of the harvest; a season of millions coming into the kingdom of God throughout this nation;
- The raising up of Christian entrepreneurs who will bring the kingdom of God to the business world (the Joseph ministry);
- The raising up of Christian statesmen and women who will bring the kingdom of God into the world of politics (the Daniel ministry);
- For spirit of unity to continue to permeate the Body of Christ so that it will stand as one;
- Increased networking among leaders in the Body of Christ so that the spiritual temple of the House of the Lord which is a house of prayer (Isaiah 56:7) will be built;
- Members of the Body of Christ that they will develop a vision of the Kingdom of God.

Psalm 102:16: *"The Lord will rebuild Zion and appear in His glory"*

- Earnestly pray that the Lord would build up the church in Uganda after the manner of Matthew 16: 16-20, a church that will be advancing against the gates of hell in the nation;
- Pray that the Lord will appear in His glory in the church: that His glory will be revealed.

People Group Focus: *Acholi and Langi (see part three at the end of the prayer diary)*

DATE: 2ND OF THE MONTH: THE CONTINENT OF AFRICA AND THE NATION OF ISRAEL

Israel is the first born among the nations as far as Jehovah God is concerned (Exodus 4:22, Jeremiah 31:9)). They were the first nation that Yahweh revealed himself to. Ultimately Yahweh will reveal himself to all the nations. It is a scriptural principle that the first born gets his inheritance first and then the rest follow. Satan in our day is doing every thing he can to ensure that the first born nation does not enter his inheritance. This will effectively block all the other nations from entering their inheritance in God.

Africa has a special place in the work of God at the close of the age. However there must be a renunciation of generations of idolatry and a wholehearted turning back to God.

At UNAD, the consultants were able to see an agreement signed between ADD and UNAD. The impression given by UNAD was that there is a close working relationship with ADD. Programmes are agreed upon with ADD, and more importantly ADD supports the district associations for the deaf through the national organisation. The details of how the process strengthens the UNAD capacity to eventually take on responsibility to support the associations of the deaf has yet to be determined since the agreement was new and did not spell it out and it covers mainly operational and not programme issues.

Generally, the national DPOs perceive their relationship with ADD in supporting district associations/ disability groups at lower levels with mixed feelings of appreciation and dissatisfaction, hence unclear in objectives. They consider ADD as operating on double standards when it supports district associations through the national organisations, at the same time directly in related work after agreeing on plans and funding proposals. When ADD engages in further direct support it places itself at the forefront, destroying confidence, sense of ownership/ mandate of the national DPOs over the lower levels of DPOs and the will to move on confidently.

The national DPO felt strongly that ADD should be more strategic in its approach and build internal capacity to support the national DPOs by facilitating this process through appropriate strategies that enable the relationship between national and district DPOs to develop. ADD should particularly monitor the national DPOs and strengthen areas of weakness so that they are able and responsible for capacity building work for their member organisations; both now and in future. Understanding that ADD will eventually exit, the national DPOs desire to take the lead in supporting the development and strengthening of the lower DPOs and own the processes so that a strong and effective relationship develops among them over a long time before ADD exits. They further urged ADD to play a bigger role in facilitating processes of networking among the different disability organisations (which is not yet strong), and linkages, partnerships, alliances (networking) to other non-disability organisations; to ensure synergy and long term support, which will keep the movement strong.

Collaboration with District and Sub-county local governments

In the decentralised system of governance where the local governments retain certain amount of powers, organisations/associations of persons with disabilities in the districts relate directly with the District Local governments and Sub-county local governments. ADD undertook to influence the thinking, knowledge and understanding of political leaders (the Councils) at those levels in each of the districts it has worked in. ADD has provided what the district authorities referred to as 'courtesy of information of its presence in the district'⁸. The Country Representative makes deliberate direct efforts to meet district leaderships⁹. The visits are branded as courtesy calls. ADD capacity building support to the district unions was presumed to enable the unions to influence the local government to make budgetary provisions for disability work. The district respondents said that there was no conscious and active engagement of local government in the process of developing support activities to the DPOs. The District Rehabilitation Officer in Kabarole indicated that he knew nothing about the work ADD was doing with the DPOs because he had never been involved or even invited to attend any of their activities.¹⁰ Moreover, the central government disburses funds for development to local governments,

⁸ Interview with district technical officials.

⁹ Discussions with ADD.

¹⁰ Interview with Kabarole district.

politics and history. He judges nations, and He does not ask men for their opinion.

God has a plan for the politics of our land. He is at work to bring this nation to its destiny. This process is accelerated as we in the Body of Christ engage in continual prayer and it slows down and even reverses when we fail to cover the nation and its leaders in prayer.

Pray that the purposes of God will be moved forward in the political process going on at this time.

- Ask the Lord to bring overwhelming consensus in the nation at this time so that the political systems we adopt will move the nation ahead in the purposes of God.
- Pray for civil peace during this political process.
- Ask the Lord to expose and defeat all self-seekers across the political divide and to block moves that will lead us along the wrong path as a nation.

Pray for the end of insurgency in the North:

- *Ask the Lord to judge and scatter the demonic forces that are fuelling this war together with their human agents (Psalm 68:30).*
- *Pray that the regions that have been troubled will enter into a time of peace and development.*

Lift up before the Lord all who have taken a covenant to participate in the One year prayer covenant that they will be faithful in fulfilling their vows (Ecclesiastes 5:4-6a).

PART TWO: SPECIFIC FOCUS OF PRAYER:

- DATE: 1ST OF THE MONTH: MATURITY OF THE BODY OF CHRIST

Childhood is a stage of selfishness where one is overly concerned about themselves and their own interests; the adult begins to take responsibility and to find and serve the interests of his father and of others even before his own interests. The Body of Christ in this nation must grow beyond the baby and childhood stage to that of the young man and the father.

Items for praise and thanksgiving: (Colossians 4:2)

which covers persons with disabilities as well, which resources the DPOs should be able to access given the right approach. The local government in its normal planning should cater for persons with disabilities in the respective sector departments. It did not come out clearly that ADD has constructively engaged or supported district DPOs to advocate and ensure effective and elaborate inclusion of issues of persons with disabilities in the district technical planning process to mainstream their development. The training of district DPOs seems to be more focused on influencing the political wing.

The Lira district union has worked closely with different organs of the district authority (the District Rehabilitation Officer and Special Needs Education Inspector) during joint field visits, which speaks for ADD support in strengthening them. However, the district authorities did not see ADD role in this. The question is how can ADD be seen to be building capacities of the DPOs to constructively engage district authorities, hence translate the political will into practical developmental interventions in favour of disabled persons.

Collaboration with Other agencies

A major aim of the capacity building relationship is to enhance capacity of the DPOs to influence the relevant government departments/ ministries, civil society organisations and international organisations to include disability as cross-cutting issues in their work plans. A prerequisite for the above to happen is an amicable learning and collaborative/transparent relationship between the DPOs and ADD that would contribute to effective approaches to influencing the other stakeholders. ADD has in the cases of national and women DPOs done needs assessment, identified areas of support that would expose them to or even link them to other organisations.

Apart from UNAD, which has kept ADD informed of the support it receives from other donors and even brought them together to a round table, it did not come out clearly that ADD effectively engages other agencies involved in the development of persons with disabilities or the DPOs in joint activities, networking or collaboration for more collective approach. In Kumi, Save the Children, which is concerned with the protection of rights of children, has taken up strengthening of the institutional capacity of the Kumi District Union as an organisation, complementing what ADD has done. The aim was to put the union in position to address problems related not only to disabled children, but also related with other disability issues as a whole. ADD did not move to structure some deliberate constructive working relationship with Save the Children. However, on the initiative of Save the Children ADD participated in discussing the support given by Save the Children to facilitate the District Union to develop a five years strategic plan. The presence of Save the Children to complement ADD efforts in strengthening the capacity of Kumi district Union has erased the kind of fears about exit of ADD, which was sounded loudly by the other District Unions visited. This is the kind of benefit that ADD collaboration with other NGOs in terms of joint action and/or complementarities would bring about.

Kabarole Disabled Persons Union (KADIPU) claimed to have lobbied Kabarole Research and Resource Centre to support its member's projects with grant; although ADD country office said the lobbying originated from a sensitisation workshop conducted by ADD for NGOs and micro-finance institutions in Kabarole in 2002 about PWDs and the need to include them in the micro-finance programmes. A follow-up visit to individual organisations in 2003 was made to strengthen the appeal. Kabarole

Items for thanksgiving

- The upholding of the full and equal dignity to women in our constitution

Ask God's forgiveness for:

- Injustice to women in the past

Pray that:

- As stated in the constitution the State will provide the facilities and opportunities necessary to enhance the welfare of women to enable them to realise their full potential.
- Laws, cultures, customs or traditions which are against the dignity, welfare or interest of women or which undermine their status will cease.
- Pornography, which demeans women, will loose its hold on our society.
- The protection of the girl child against defilement and of women against sexual violence.

Pray for the Ministry of Gender, Labour and Community Development management and staff that:

- *There will be good management of the ministry;*
- *There will be wise allocation of resources;*
- *The Lord will expose and bring down corruption and the corrupt;*
- *The Lord will promote righteousness and justice in the governance and service of this ministry.*

People Group Focus: Sabiny and Bakenyi (see part three at the end of the prayer diary)

DATE: 31ST OF THE MONTH: THE DEVELOPMENT OF GAMES AND SPORTS

I Timothy 4:7:

"For physical training is of some value..."

I Corinthians 9:24:

"Everyone who competes in the games goes into strict training..."

Ask God's forgiveness for:

- The scandals and corruption associated with the National Council of Sports and the Federation of Uganda Football Association.

Research and Resource Centre, Gatsby and Fort Portal Diocese (CARITAS) gained interest in supporting PWDs in Kabarole and Kamwenge. Apac district union was linked to Action Aid to interest them in doing something for the PWDs. In Jinja, Action Aid Uganda supported the Union for one year in HIV/AIDS sensitisation programmes; Ablis Foundation provided tri-cycles distributed within the municipality. GIDAU provided things like sawing machines. The Persons with disabilities received exotic cows from the PMA programme. Seemingly, the support provided to the different district unions by the different organisations were coincidentally in different areas without ADD's influence, yet not clashing with ADD.

ADD's effort to attract other organisations to support and work with DPOs tends not to be effective at the moment probably because it has not been considered as a deliberate strategy. Respondents in the districts did not easily make mention of ADD's concrete efforts to collaborate with other organisations that work with or provide services to DPOs. In fact they demanded that before ADD pulls out it should link them to other donors. It is not clear how much ADD knows about the work its partners are doing with other organisations. This also makes assessment of contribution of other organisation by the review team rather complicated. ADD needs to come out with clear and open strategies on how the capacity building aims at the same time to linkage with other organisations for support.

6.4 Sustainability

The evaluation of ADD's work in Uganda raises several pertinent questions about sustainability. What do ADD and DPOs each consider as sustainability? Are the approaches and strategies ADD uses to build capacities of DPOs both national and district able to produce lasting results when ADD exits? What is the DPO perception of the support given to them by ADD and their ownership of the programme activities that have been carried out with ADD? Can the approach, strategy, results and lessons learnt (experiences) be replicable in other parts of the country or elsewhere? Is sustainability in practice looked at only in terms of what ADD is doing or does it take into consideration the roles played by other organisations?

Strengthening the capacity of DPOs as a strategy of sustainability

ADD programmes of capacity building of DPOs as stated earlier, is meant to increase DPO organisational capability to work effectively with disabled people and continue to respond to their needs in such ways as to have lasting impact in their lives. It is an assurance that the gains realised through ADD/DPO relationships are sustained and built upon. ADD hopes that the strength of the DPOs grows to the point where they can steer development of the disability movement effectively on their own. The sustainability of capacity building is its in-built- empowering action learning approach and process over time, as described earlier. The process builds creativity and the **will** in the DPOs to carry on their own, particularly where there is consciousness in both parties about the desired end. The process leads to sustainability of results of efforts invested.

ADD normally informs DPOs quite early about the timeframe for exit. However, the absence of established shared perception and understanding of the nature, process and levels of capacity building that should have acted as a basis for engagement pauses the challenge of undefined exit strategy. The approach and methodology of capacity building that does not encompass

'We have been informed that ADD will soon leave us. We have people who have been paid by ADD, now our problem is how are we going to operate without ADD. We appeal ADD should continue supporting us because we have so many programmes to accomplish, and without

- The Lord will give victory to those who are spearheading the legal fight against pornography and prostitution in our land.
- The Lord will raise godly leaders to take a stand against corruption in every area of national life.

Proverbs 25:5

"Remove the wicked from the king's presence and his throne will be established through righteousness."

- Beseech the Lord to remove the wicked from places of power and influence

Proverbs 20:26

"A wise king winnows out the wicked: he drives the threshing wheel over them."

- Pray that the Lord will give your city/town leaders a heart of wisdom so that they will not compromise with thieves, murderers and the corrupt but instead deal firmly with them.

Proverbs 29:4

"By justice a king gives a country stability, but one who is greedy for bribes tears it down"

- How much tearing down is going on in our towns? Ask the Lord to firmly deal with corruption and bribery in the institutions of our country

Pray for the Ministry of Ethics and Integrity management and staff that:

- *There will be good management of the ministry;*
- *There will be wise allocation of resources;*
- *The Lord will expose and bring down corruption and the corrupt;*
- *The Lord will promote righteousness and justice in the governance and service of this ministry.*

People Group Focus: Alur and Jophadhola (see part three at the end of the prayer diary)

**DATE: 30TH OF THE MONTH: THE RAISING UP OF WOMEN TO
THEIR ROLE IN THE CHURCH AND SOCIETY**

the persistent long-term action learning process and growth and organisational development; the unclear definition and knowledge about lobbying and advocacy issues; and the consequent institutionally weakness of the unions have contributed to the shaky foundation for sustaining the achievement made with ADD support. This does not augur well for longer term sustainability.

Flexible and learning interventions based on organisational self-assessment

DPOs have seemingly not assumed clear ownership of the plans they draw with ADD and mandate to carry out the plans on their own, though supported by ADD. National DPOs felt inadequately involved in the needs assessment and support programmes of the lower level DPOs that fall within their jurisdictions. This outcome shows that the approach of working with District DPOs and how this relates to the national DPOs needs to be modified to ensure ownership and confidence building for the longer term. The DPOs expressed the need for flexible and learning interventions based on the situation and needs of each organisation arising from facilitation of organisational self-assessment. The challenge for ADD is how to facilitate DPOs to own the process and start thinking and acting like owners. ADD needs to re-think its implementing roles with district organisations in order to determine its appropriateness in building effective working relationship with the national DPOs, and ensure sustainability of outcomes of capacity building.

National DPOs have five-year development plans, are able to acquire 85% of their required funds for plans; and have internal and financial control and accountability systems in place.

Through ADD's support in needs assessment and planning processes, some DPOs have developed development plans that guide their activities. They have attracted funding support from a number of organisations other than ADD. Apart from the Kumi District Union partnership with Save the Children, the one-off arrangements that the DPOs generally have with other organisations for financial support cannot be considered as durable. Many District DPOs have not established effective ways of mobilising resources. Lira district union, for example, has not attracted such funding and has appealed to NUDIPU for support. ADD has had to maintain some level of support even though it has exited from the district. The workshop of the Association for Deaf is not fully utilised. Another example is Jinja District Union, which manages poultry farm, which has a low turn over (one round per year) that cannot be relied upon to meet operational costs.

However, sustainability should be viewed more in terms of the capability and integrity of the national DPOs to utilise the funds to develop their constituencies. The challenge for ADD is to build appropriate attitude and culture of transparency and social accountability where the constituency demands and the organisations should recognise the need for and remain conscious about the need to provide accountability. How can the entire body represented rise to own processes and build an inherent system of demanding for accountability?

One area of weakness in the DPOs, particularly at district level, is the over protective attitude about support they receive. In many cases the fear of loss of legitimacy takes over and makes them look at others who make efforts to forge partnership as a threat. They would always want to manage their affairs exclusive of able-bodied people. One such example was USDC effort to form partnership with

- Leaders from the different denominations in the Body of Christ will receive grace to work together for the vision of seeing the Kingdom of God come into the nation.
- The Lord will heal past wounds, broken relationships and misunderstandings among leaders in the Body of Christ.
- There will be true reconciliation in the spirit of humility, patience, gentleness and forbearance (Ephesians 4:1-5) so that we may experience the blessing that God commands among brethren living in unity (Psalm 133).
- All leaders in the Body of Christ will place an increasing emphasis on prayer.

People Group Focus: Bagwe & Bagwere (see part three at the end of the prayer diary)

DATE: 29TH OF THE MONTH: MORALITY IN THE NATION:
DOWNFALL OF THE CORRUPT

Corruption gives an opening for satan and his forces to enter into an institution, organisation or country and destroy it. Among other things, God was concerned about corruption and bribery as he assessed Jerusalem in Isaiah Chapter one.

Our constitution in the Section XXVI addressing Accountability under "National Objectives and Directive Principles of State Policy" states:

- i) All public offices shall be held in trust for the people.
- ii) All persons placed in positions of leadership and responsibility shall, in their work, be answerable to the people.
- iii) All lawful measures shall be taken to expose, combat and eradicate corruption and abuse or misuse of power by those holding political and other public offices.

The office of the Inspector General of Government is established in the constitution to check corruption and foster and promote adherence to the rule of law.

"Do not degrade your daughter by making her a prostitute, or the land will turn to prostitution and be defiled by wickedness." Leviticus 19:29

The reason pornography thrives is because there is a demand for it. When the fear of the Lord comes on the land, this demand will wane and those dealing in pornography will no longer find it profitable. The fear of the Lord brings a

Lira District Union to jointly develop an orthopaedic workshop. USDC offered to build an extension to the Lira District Union workshop for the orthopaedic workshop, and provide equipment with material to make assistive devices. USDC introduced the idea of government presence in the partnership to employ technicians to make the assistive devices. The role of Lira District Union was to manage the workshop and sell the devices to develop revolving fund to be injected back to keep the workshop running. The proposal was not received well by Lira District Union and there are now plans to put up a new workshop within the hospital under management of the hospital. During the review, the association of the deaf were appealing for support to keep the workshop active to earn income.

While the DPOs demand for inclusion, they must be ready to practice it by integrating into existing structures and forging partnership. It may not be realistic to insist that what is for persons with disability must be by them only.

Emphasis on political power and representation and its effect on sustainability

District authorities expressed reservations about the ability of the local government to take over sustainability of work and results of ADD efforts to facilitate and support the DPOs in the absence of prior involvement of the local government. For example, the view of the CAO Jinja is that any organisation interested in sustainability under district programmes should involve the district from the beginning by incorporating its programme, activities and the budget in district development plan, even if independently implemented. Such an arrangement would require the district to attach some of its officers to supervise implementation of the programme as its contribution.

However, this raises questions about what relationship should DPOs have with civil society organisations and local governments? What should be the level of integration into government, should they be integrated or remain civil society and engage government? What happens to other issues that the DPOs could have effectively lobbied for, which they have not, such as education for children with disabilities?

Collaboration as a strategy of sustainability

The discussions about collaboration in the previous section is very relevant to sustainability in the sense that collaboration with other development agencies involved in the development of persons with disability and the local governments assures sustainability when ADD exits.

6.5 Impact of ADD work to date

Within the constraints of the weaknesses and challenges discussed in the previous sections, the outcomes and strengths of the ADD country programme have led to changes or impact in a number of important areas. This impact can best be seen in terms of the changes taking place in the country within the disability arena especially in terms of facilitating the integration of the needs and concerns of people with disabilities in mainstream development processes. Whereas there is still a long way to go before fully realising this overall goal, the changes so far achieved, at national, district and grassroots levels, are an important source of inspiration and hope for the future. While it may not be possible to attribute all the changes entirely to ADD interventions, there is no doubt that the programme has made tremendous contributions to all the areas outlined below.

Rights based disability legislation in place and mechanism for implementation set

- Willing to leave successful large evangelistic campaigns and go to minister to one man on the desert road;
- Not stuck up with the big meeting mentality;
- Focused on Christ - preaching the things concerning the Kingdom of God and the Name of Christ (Act 8:5,12);
- Not sheep grabbers; who will not try to hold on to people even when they are the treasurers of a whole kingdom.

Pray for the restoration of the gospel of the Kingdom of God, which involves:

- Baptizing the people as Jesus Christ commanded (Vs. 12);
- Laying hands on people to receive the Holy Spirit (Vs: 15,17);
- Multitudes with one accord heeding the things concerning the kingdom of God;
- Miracles and the power to break the hold of sorcerers over people and cities;
- The casting out of demons and the healing of the sick;
- The power to bring joy in cities and territories.

Pray for the leaders of evangelistic or missionary teams operating in your locality and in the country that:

- Through the working of the Holy Spirit millions of people in the nation will respond to the gospel and come to a saving knowledge of Christ;
- Resources will be released for the preaching of the gospel;
- Opportunities to preach the gospel through the media will be maximised;
- There will be an increasing emphasis on the equipping of every member of the Body of Christ to be witnesses in their areas of influence.

People Group Focus: Dodoth, Pokot & Ik (see part three at the end of the prayer diary)

DATE: 28TH OF THE MONTH: THE LEADERS IN THE BODY OF CHRIST

Men have always been God's method of work. When God wants to do something on the earth not only do men have to invite him through prayer, but also men must have been raised up through whom he can work. There is therefore a very big need for leaders raised up by God in order to see the purposes of God in any nation accelerated. Discipleship is the main way that the Lord has used and still uses in the raising up of leadership.

A Bill of rights on disability has been drafted by the Parliamentary committee on equal opportunities and is currently being discussed with various stakeholders (the first draft was reviewed by stakeholders during a workshop in June 2004). The bill will address issues of discrimination against PWDs in accessing education, health services, employment, physical structures, information etc thus promoting inclusion. The plan is for the bill to be passed into law by Parliament before December 2004. ADD has contributed significantly towards the development of this bill up to this point in terms of lobbying for it and in terms of ideas and resources for its development. A National Disability Policy is in the process of being drafted and will soon come to parliament for consideration. ADD and the national DPOs have contributions, especially in terms of ideas towards the production of the draft policy.

A disability commission or government structure in place to implement and monitor disability equality legislation.

At the national level the formation of the National Disability Council by Act of Parliament is an important result of the lobbying and advocacy work done by the disability movement with collaboration and support of ADD. This body, whose members were inaugurated on 16 August 2004, will play an important role in monitoring the integration of disability issues into mainstream development and will advise government on disability. The same Act provides for the establishment of District and sub county disability councils that will monitor and offer advice at those levels.

Disabled people participating actively in the democratisation process in the country.

The representation of people with disabilities at different levels of government has opened opportunities for PWDs to be active participants in the democratisation and policy development processes in the country. This representation as a special interest group is expected to remain in place even during the general elections in 2006, though there were rumours to the contrary, and the National Council on Disability will assist the electoral commission to organize the elections for PWDs in 2006. PWDs are also represented on important government statutory organs at national and district levels. At the national level PWDs are represented on the national council for higher education, the Kyambogo University Council and they were represented on the National Constitutional Review Commission. At the district level there is representation of PWDs on District Tender Boards, District Service Committees and District Land Boards, which gives them opportunity to participate in important decision-making processes in the districts.

Appropriate provisions made to include disabled people in services and government plans and programmes.

Important provisions have been made in the policies and plans of the key government departments of Health, Education and Gender that will gradually help DPOs to access services. In the Ministry of Education, Community Based Rehabilitation has been included and is being implemented as part of Primary Health Care programme in the country. Mental health is an important element of the Health Sector Strategic Plan 2000-2004 and is part of the minimum health care package to be delivered to the citizens of this country. Special policies have been developed to ensure PWDs have access to mental health services, assistive devices and Eye & Ear Care services. The Ministry of Gender Labour and Social development has developed the policy on Orphans and Vulnerable children (OVCs) so that such children (including those with disabilities) can receive appropriate care and protection from their families, communities and government. The same ministry is in the process of finalizing the National

hands and whatever things, positive or negative influence this group ultimately affect the future of the nation.

Items for thanksgiving

- Thank God for all who have responded to the call to ministry among children and youths;
- Thank God for the ministry of groups like Scripture Union and FOCUS.

Ask God's forgiveness for:

- The neglect and mistreatment of youth and children in our homes and in the nation;

Pray that

- Youths and children will come to a saving knowledge of the Lord in large numbers;
- The Lord of the harvest will send workers into this harvest field;
- There will be fruitfulness in the work of organisations like Scripture Union (SU) and the Fellowship of Christian Unions (FOCUS) whose major field of work is among this age group;
- The Lord's hand of grace and provision will be upon those who are ministering to orphans and street children;
- Outreaches that take among students on university, secondary and primary schools will be fruitful;
- There will be continual identification and training of key youth leaders;
- More church based ministries that reach out to orphans and street children will arise;
- Parents will become positive role models for their children;
- The Lord will raise many other positive role models for the children and youth of our nation;
- Negative role models who promote immorality and ungodliness will be shunned.
-

People Group Focus: Karimojong & Jie (see part three at the end of the prayer diary)

DATE: 27TH OF THE MONTH: THE PREACHING OF THE GOSPEL OF THE KINGDOM

On the day of Pentecost there were some Jews present in Jerusalem who had made the pilgrimage to Jerusalem from the African continent. In Acts chapter

Disability Policy as part of the inclusion process. Within the Ministry of Education the development of the policy on educationally disadvantaged children will begin to pave ways to quality education for all children who have barriers to learning, including those with disabilities. Within the same Ministry the policies on inclusive education and UPE, in principle, increase opportunities for accessing education for CWDs though implementation of the policies is still lacking in many areas. Affirmative action in terms of 4 points given to disabled people during consideration for admission at Makerere University and other institutions of higher learning has ensured access to higher education for many disabled people. However a lot still remains to be done to ensure access to physical structures, information, transport services, employment, recreation and leisure etc and the disability movement must continue to push forward until total inclusion is realised.

Other development agencies reviewing plans and policies to include disabled people.

Though it may be difficult to establish the extent, there is definitely a move by many non-disability organisations to begin to include people with disabilities in their policies and plans. Major donors like World Bank, UNDP, DFID, European Union and several others now mention marginalised groups including disabled people as specific targets in their funding guidelines and some have developed clear policies and programmes for targeting them. Major agencies like WHO, UNHCR, UNICEF and AMREF also have specific programmes targeting disabled people and a number of NGOs such as Save the Children Fund, Action Aid, Uganda Child Rights NGO Network (UCRNN), World vision, Compassion International that previously targeted communities generally now have specific programmes for people with disabilities and are actively involved in working with them. The challenge now is for the disability movement to target more organisations and programmes with the advocacy work so that the inclusion crusade is embraced by all and disability becomes truly a cross cutting issue.

Increased employment opportunities for disabled people both within public and private sectors and increased participation in other activities for economic empowerment.

Accessing employment within the formal sector remains a major challenge for many disabled people. Because of historical reasons and the entrenched negative public attitudes most never got the opportunity of gaining formal education. They therefore lack qualifications or skills to be able to compete favourably with non-disabled people for employment. Indeed the negative attitudes still persist and these have combined with the lack of skills to deny the majority of disabled people in the country opportunity to work and earn income.

Nevertheless, the increased level of consciousness and confidence among disabled people as a result of the major developments within the disability movement over the last few years has created 'hunger for productivity and independence among many disabled people. There are many who are now actively involved in production and in trade and business ventures of all sorts especially within the informal sector. Even at the grassroots level the small grants given to DPOs for saving and credit schemes at sub county and parish levels are having a significant effect on disabled people in terms of their economic empowerment. The disabled people met in the districts during the evaluation exercise attested to this fact and felt that more could be done in this area to support PWDs at the lower levels. This is probably the biggest challenge now for the disability movement to ensure that PWDs have access to resources and income so as to integrate fully as independent members of the wider society.

Some improvement in attitudes and practices with regard to disability in many communities thus reducing marginalisation, abuse, exploitation and exclusion of all forms.

However, trouble in the city does not usually differentiate between the inhabitants. It is a bit like the sun and rain; it affects the good and the bad. So God told the Jewish exiles to do three things:

1. Seek the peace;
2. Seek the prosperity of the city to which He had carried them;
3. Pray to the Lord on behalf of the city.

The same message is very relevant to us today.

USE PART ONE OF THIS PRAYER DAIRY TO PRAY FOR YOUR LOCAL GOVERNMENT.

ALSO REFER TO THE SECTION ON "YOUR BIBLICAL RESPONSIBILITY TO THE PLACE WHERE YOU LIVE" AT THE END OF THE DIARY

Also pray that:

- God will enable the State to take measures to bring about balanced development of the different areas of Uganda (rural and urban);

Ezekiel 11:2,4: *The Lord said to me, "Son of man, these are the men plotting evil and giving wicked advice in this city. Therefore prophesy against them; prophesy.*

- Ask the Lord to expose and remove the wicked men plotting evil and giving wicked counsel in your local government.

Pray for your district council that:

- *There will be good management of the district;*
- *There will be wise allocation of resources;*
- *The Lord will expose and bring down corruption and the corrupt;*
- *The Lord will promote righteousness and justice in all areas of governance of your local government.*

People Group Focus: So (Topeth) & Vonoma (see part three at the end of the prayer diary)

DATE: 26TH OF THE MONTH: YOUTH AND CHILDREN

The children and youth form the largest part of the population of Uganda and the future of the nation. Whoever controls this group has the future in their

The sensitisation and advocacy work done by the disability movement together with the representation of people with disabilities at all levels of government and on statutory organs are beginning to improve attitudes and practices with regard to disability at national, district and grassroots levels. The key factor is the increased levels of consciousness about disability among the public and the disabled people themselves. The presence of DPOs and representatives of PWDs is a constant reminder to policy makers and implementers of the need to always be conscious of their concerns. This presence is reinforced by disabled people's increased awareness about their rights and the ability and confidence to challenge people in positions of authority and the general public about failure to respect, promote and protect their rights. At the national, districts and lower levels DPOs and representatives of people with disabilities are becoming increasingly vigilant and to speak out more strongly about cases of discrimination, abuse or exclusion. Disability issues are now more regularly and positively discussed in the Parliament of Uganda and in district Councils, there are more positive reports or articles about disability in the papers, provisions are being made to ensure protection of the rights of people with disabilities through appropriate policies and cases of abuse are now being reported though ensuring justice is still a major challenge. But the biggest challenge, as mentioned in the paragraph above, remains to ensure access to resources by PWDs so that they are able to challenge cases of exclusion strongly and with more confidence even at the grassroots level.

7 CONCLUSIONS AND KEY RECOMMENDATIONS

7.1 Conclusions

By way of conclusion it is acknowledged that ADD Uganda Country programme has been in existence in Uganda since the 1980s, and has done tremendous work in developing the disability movement in Uganda, initially combining capacity building with service delivery. During the period under review, ADD focused on initiating, enabling and facilitating active involvement of PWDs in building structures and processes (e.g. marginalized groups of disabilities) for the integration of PWDs into the mainstream of planning and development process at national and district levels, and to ensure that PWDs play pivotal role in their own development.

The nature of ADD's participatory planning processes and regular review of implementation of its programmes involving DPOs through partners conferences enables the DPOs feel part and parcel of the ADD programmes and processes, although ADD does not facilitate the DPOs to undertake similar participatory planning processes involving their respective constituencies.

ADD's support to national and district level DPOs has raised levels of consciousness about disability among both the disabled people and national and local government authorities as well as within the general public. It has built confidence in the disabled people to speak for themselves - 'voice of the disabled people', to participate in decision-making processes through representation in local councils and statutory organs at both national and district levels; and to assume responsibility to search for ways and means for their own development. The evaluation team observed expressions of 'hunger' among the disabled people to undertake initiatives for personal and collective development given the means.

- *The Lord will promote righteousness and justice in the Public Service in our nation.*

People Group Focus: Bahehe (see part three at the end of the prayer diary)

DATE: 25TH OF THE MONTH: LOCAL GOVERNMENT

In order to pray with understanding, we need to know how the local government system operates in our country. According to the 1995 Constitution, Local Government refers to:

- a) a district council;
- b) an urban council;
- c) a sub-county council;
- d) any other unit prescribed by law to replace any of the councils mentioned above.

The local government is based on a council, which is the highest political authority within its area of administration and has legislative powers and executive powers to be exercised in accordance to the constitution. The District Chairperson is the political head of the district. As one chairperson recently put it: the chairperson is the "president" of the district.

The system of local government in Uganda is based on the district, as a unit under which there are lower local governments and administrative units. The system is meant to ensure that functions, powers and responsibilities are decentralized from the Government to local government. The decentralization principle applies to all levels of government and is meant to ensure peoples' participation and democratic control in decision making. Local government units are supposed to plan, initiate and execute policies in respect of all matters affecting the people within their administration. Local governments employ the people in their service and also oversee the performance of persons employed by the Central government to provide services or the implementation of projects in their areas.

The registered voters in the local government domain elect local government councils every four years.

The District Council appoints a District Service Commission with the approval of the Public Service Commission. The District Service Commission appoints the Chief Administrative Officer (CAO) for every district the latter is the chief accounting officer for the district. The District

On the other hand, the presence of the DPOs is a constant reminder of the 'voice of the disabled people.' The consciousness, presence and voice have led to the development of policies inclusive of disabled persons. For example, the government has declared disability as crosscutting issues in development programmes. A policy has been developed to address the educationally disadvantaged children. There is hope that the national disability policy, which is in draft form, will soon be completed with the presence of the National Disability Council, and that it will provide sufficient context within which to advocate for disability issues to be addressed.

However, the tremendous work done among the disabled peoples organisations have met challenges that hinder full realisation of the expected increase in DPO organisational capacity to work effectively with PWDs and continue to respond to their needs with lasting impact. First and foremost, the evident absence of clear and shared definition, perception and understanding within the ADD/DPO relationship of what capacity building and sustainability entails and what processes lead to the agreed capacities and sustainability has created the absence of constant and empowering monitoring and learning process, that of an exit strategy and the dilemma among the DPOs about being left unprepared to manage on their own. Hence the participatory planning process of the country programme tends to become window dressing without being an empowering implementation process. Seemingly the participatory context of the planning is lost during the international meetings, which make the participatory nature and the individual DPO context become mechanical on the downward trend to country programmes and eventually individual DPO programmes. There appears to be over adherence to the decisions and strategies developed at the international level with little room allowed for national or local environment and context to determine strategies for individual DPOs.

The transformation of politically oriented district unions into development agents tends to remove the drive of the development oriented civil society organisations movement that continuously and concretely engages the governments and other CSO on development issues. Hence most district unions visited have emphasised political power at the expense of strategic development.

Another challenge that ADD faces is to facilitate the national DPOs to own the process of capacity building of lower DPOs, consequently strengthening the disabled people. ADD has maintained silence about addressing the broader issues of institutional development of the disability movement that provides an effective context for capacity building of the DPOs. Instead it has focused on capacity building at individual organisational level. Issues of values that capture the essence of support to disabled people do not feature. Hence, there are issues of conflicts and power relations. NUDIPU had difficulties accepting membership of some uni-disability organisations while it relates well to others. District unions reject working with NUDIPU the mother organisation because they do not trust NUDIPU. In this context ADD has not been able to build NUDIPU's capacity to understand the wider environment in which it operates and place itself more strategically to link organisations and coordinate the work of DPOs to other organisations.

While policy provisions have been made in favour of those with disabilities the apparent practical difficulties in translating the policies into action on ground tends to such policies ineffective. This is a major challenge for the disability movement to ensure that the good policies actually translate in actions and benefits for PWDs.

Pray that

- Ugandans will develop a culture of paying their taxes (Romans 13:7);
- Loopholes in fair tax collection and administration will be blocked;
- Tax collectors and administrators will serve with integrity at all levels;
- Uganda Revenue Authority will have a name associated with honour and integrity;
- The Lord will guide those that formulate tax policies to come up with tax regimes that are just and fair and that cover all the citizens;

Luke 3:12,13: *"Tax collectors also came to be baptized. "Teacher," they asked, "what should we do?" "Don't collect any more than you are required to," he told them"*

- Repressive tax regimes will be removed (see 1 Samuel 8:10-18);

Pray for the Uganda Revenue Authority management and staff that:

- *There will be good management of the Authority;*
- *There will be wise allocation of resources;*
- *The Lord will expose and bring down corruption and the corrupt;*
- *The Lord will promote righteousness and justice in the governance and service this vital department.*

People Group Focus: Iteso & Kumam (see part three at the end of the prayer diary)

DATE: 24TH OF THE MONTH: THE PUBLIC SERVICE

Public service means service in any civil capacity of the Government or of a local government the payments for which come directly from the Consolidated Fund into which all government revenue goes.

The functions of the Public Service Commission include:

- 1) To advise the President on appointments of persons to hold or act in the Public Service of Uganda of the rank of Head of Department or above;
- 2) To appoint persons to hold or act in any office in the public service of Uganda other than those referred to in (1) above;
- 3) To appoint, promote and exercise disciplinary control over persons holding office in the public service of Uganda;
- 4) To review the terms and conditions of service, standing orders, training and qualifications of public officers and matters connected with personnel

Perceiving ADD's work as having started long before the period under review, the inter-relatedness of the different phases of its work with the disability movement in Uganda, and its role as a catalyst in facilitating development of the disabled people, ADD has a duty to address these challenges that threaten sustainability of its work among the disabled people and DPOs in Uganda. In that respect therefore the following recommendations are made.

7.2 Key Recommendations

- a) To strengthen planning and programming, ADD needs to review its process of strategy and plans development at country level so as to streamline strategic and annual planning processes. This should include clarifying programme goal, purpose (objectives) and outputs and reviewing activities within that context. Programme implementations, on the other hand, needs to be an empowering process for ADD and its partners. This can be achieved through adopting a truly participatory and process approach to programme development and management whereby programme monitoring, review and evaluation become a learning process. ADD needs to strengthen the monitoring of its activities and to institute regular participatory reviews with partners through which progress is assessed, challenges identified and learning drawn from the process through sharing and challenging ideas. In this way ADD's programme will continuously take stock of the wider environment, improve effectiveness and remain relevant. Through the same process too, partner organisations will also be empowered to monitor, review and evaluate their own work, learn from it and make improvements on an on-going basis.

- b) ADD and partners need to have a common and clear perception and understanding of capacity building and sustainability as applied to the DPOs so as to come up with clear strategies for achieving them. Currently capacity building, as a vital component of the country programme, is limited to the organisational level leaving out the important institutional development aspect. There is therefore need to improve the understanding and management of capacity building activities in such a way that it enhances the sustainability of the DPOs and disability movement in general. Strengthening disability movement as an institution may involve reviewing the inter-organisational relations and linkages within the movement so as to enhance cooperation and collaboration and minimise conflict and unnecessary power struggles and competition for effective overall performance. An important element may be participatory review of the role of NUDIPU within the disability movement, as the wider environment has changed, especially with the uni disability organisations growing and becoming active in addressing the specific needs of their constituencies. The same may apply to the role of the unions at the district level that are supposed to be members of NUDIPU. They also have a political role, which tends to shape their priorities and actions. It may therefore be more viable to emphasise the role of the uni disability and women's organisations as purely development organisations within the disability movement. A network of the uni-disability organisations could then be formed at district level to enhance the development of the disability movement at that level.

Pray that:

- The State shall promote and implement energy policies that ensure that the people's energy needs and those of environmental preservation are met;
- The enormous hydroelectric power potential in the nation will be harnessed;
- Electricity will be made to all the rural areas of our nation;
- Other sources of energy apart from hydroelectricity will be developed as well in the nation: Solar, wind, bio-gas;
- Any oil and other mineral wealth present under Ugandan soil will be found and made useful to the nation;
- Environmental awareness will increase and that our environment will be protected from abuse, pollution and degradation.

Pray for the Ministry of Energy and mineral development management and staff that:

- *There will be good management of the ministry;*
- *There will be wise allocation of resources;*
- *The Lord will expose and bring down corruption and the corrupt;*
- *The Lord will promote righteousness and justice in the governance and service of this ministry.*

People Group Focus: Banyara (see part three at the end of the prayer diary)

DATE: 23RD OF THE MONTH: UGANDA REVENUE AUTHORITY

The Uganda Revenue Authority has the responsibility of collecting sufficient revenue to enable the government carry out its programs. Presently the Government of Uganda can only finance about 52% of its budget. Foreigners fund the rest. This makes our country a slave to those that finance our budget.

Thank God for:

- The establishment of this Authority, which has helped increase the collection of revenue for government programs;
- Improvement in Revenue collection

Ask God's forgiveness for:

- The corruption and misappropriation of funds in the Authority;
- Injustice in tax collection and administration
-

- c) Capacity building at the organisational level also needs to be carefully reviewed in a participatory way with partners so that it is able to address the specific needs of the individual organisations with emphasis on organisational development starting with a clear vision for the organisations. This may require considering a process approach to organisational development involving reflection and learning where ADD works closely with these organisations over a long period of time enabling and facilitating them to do their work, identify challenges learn from them and use the lessons learnt to improve their work on an ongoing basis. Equally important, to improve lobbying and advocacy work, DPOs need to be helped to work more closely with other organisations, including non-disability ones to identify and agree on key advocacy issues, collectively identify effective strategies that can be employed by all to achieve maximum results. In the absence of this many DPOs, especially those at the district level, over concentrate on political issues and forget the developmental issues of enabling disabled people to access resources and opportunities for productive and independent living. They need to be helped to understand government structures, their functions and processes for effective targeting.
- d) All this implies that ADD too needs to review its role and be more strategic in its support to DPOs. Specifically ADD needs to facilitate the national DPOs to own the process of capacity building for district and lower DPOs as an empowering process. Indeed a more relevant role for ADD would be to help the national DPOs to think deeply and strategically and to be visionary about development, develop clear and realistic strategic plans, which would help to attract resources from other sources for realisation of the vision and assist them to build capacity and ability to facilitate the growth and development of the lower DPOs. This approach would also mean that ADD does not need to worry about covering the whole country in the longer run as this would be the long term goal of the national DPOs. However ADD would remain around to monitor progress and resources management by the DPOs and continue to offer support to the DPOs to review their work and learn from their challenges and develop their programmes into the longer term.
- e) ADD has developed indicators for assessing sustainability of DPOs in the 'measuring value added' document but it is not clear whether these were discussed with DPOs or whether they were made aware of them right from the start of relationship. The impression got from many of the DPOs visited was that they are not aware. It may therefore be useful for ADD to review these indicators and develop guidelines so that all other organisations relating with the DPOs would work towards achieving it. This would require ideas being discussed and agreed with the DPOs concerned so that all are aware of vision and what is to be achieved in terms of strong and sustainable organisations. In other words, ADD when working with the DPOs, needs to think in terms of both clear entry and exit strategies developed participatorily with the recipients of their support right at the start of a relationship. This would in turn help to define what sort of capacity building is required by the DPOs and all this needs to be clearly documented and shared with partners. It may also be necessary to formalize relationship with the DPOs so that roles are clearly spelt out right from the start.
- f) ADD needs to more consciously and in a planned way help the DPOs to link their work with those of government institutions and programmes and other organisations and increase their access to information to facilitate an integrated approach to their development work. At the

Items for thanksgiving

- The relative peace and quiet in most parts of the country;

Ask God's forgiveness for:

- The shedding of innocent blood in the land which pollutes the land and brings a curse on it;

Pray that

- Ask the Lord to bring the cycle of violence to an end in our nation;
- Pray for an end to rebellions in the country. May the Lord scatter those who delight in war (Psalm 68:30-31);
- Pray for genuine national reconciliation between the peoples of this nation;
- Ask the Lord to silence the voices that still pedal tribalism and petty divisions.
- The Lord will raise peacemakers in the nation.

People Group Focus: Batwa & Batuku (see part three at the end of the prayer diary)

DATE: 22ND OF THE MONTH: ENERGY AND POWER GENERATION

The development of the Energy sector is very key for the development of any nation. Presently, the energy demands in the country are exceeding the supply available and hence the frequent load shedding. Such a situation begins to directly affect productivity and hence the growth of the economy. We need the implementation of far sighted policies that will ensure adequate energy supply for the coming decades.

Items for thanksgiving

- The energy sources that we presently have especially hydroelectric power;
- The construction and expansion of the dam at Jinja;
- Energy potential in the country including hydroelectric and solar;

Ask God's forgiveness for:

- The squandering of energy resources;
- The mindless destruction of the environment leading to deforestation in many parts of the country

moment there is no evidence that this is happening and ADD seems to be developing the capacities of the DPOs in isolation of other development initiatives in the districts. Particularly in view of the poverty concerns of people with disabilities, ADD needs to be more strategic in working with disabled to achieve economic empowerment. Whereas it is useful for PWDs to have access to resources for small saving and credit schemes, it may be more important to promote enterprise development so that the little initiatives can be turned into viable and productive initiatives that will help secure livelihoods. To enable access to better resources by the majority of PWDs, DPOs linking up with existing government and other programmes may be the most realistic option for enterprise development.

- g) The inclusion of children with disabilities is an area that has been emphasised by all the organisations visited so far. ADD probably has a role to play in addressing the barriers to inclusion facing children with disabilities. This may entail supporting parents support groups or enabling parents to be members of the DPOs at the various levels.
- h) The concept of gender is not well understood both at the district and national levels. Organisations do have gender officers or committees but these do not understand their roles. It might be useful to do a gender analysis or study to identify areas of intervention for DPOs.

Ask God's forgiveness for:

- Idolatry and witchcraft in this sector: appeasing of spirits in road and bridge construction;
- Corruption in the road construction and maintenance areas;
- Corruption in the licensing of vehicles and drivers' licenses;
- The corrupted use of the Internet especially in promoting immorality.

Pray for:

- The restoration of standards in the vehicle and drivers licensing procedures;
- The restoration of a good road culture;
- The repair of existing road and rail networks;
- The opening up of new road and rail networks;
- The improvement and development of the aviation industry especially the raising of airlines owned by Ugandans;
- The improvement and development of water transport;
- The raising up of believers in the transport and communications sector who are relevant to the purposes of the Kingdom of God;
- The use of the Internet to advance the Gospel of the Kingdom of God across Uganda;
- The increase of the presence of the messages of the Kingdom of God on the Internet and airwaves.

Pray for the Ministry of Works, Transport and Communications management and staff that:

- *There will be good management of the ministry;*
- *There will be wise allocation of resources;*
- *The Lord will expose and bring down corruption and the corrupt;*
- *The Lord will promote righteousness and justice in the governance and service of this ministry.*

People Group Focus: Bamasaba & Babukusu (see part three at the end of the prayer diary)

DATE: 21ST OF THE MONTH: PLACES WITH CIVIL UNREST

God's will is that we experience peace and quiet in all holiness and godliness (1 Tim 2:1-4). So we can be sure even from God's perspective that something has gone wrong when parts of the nation are experiencing continual unrest.