

PROGRAMMES

Country (Region), Location and Country- (Regional-) code

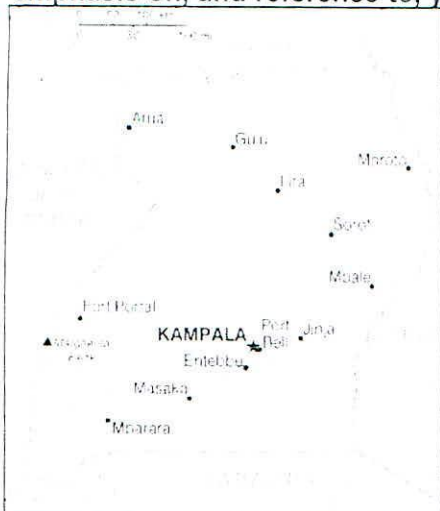
Uganda (East Africa).

Full CBR.

The Community Based Rehabilitation program (CBR) has a national scope but NAD's support is focused specifically on three districts: Tororo, which was the pilot area from 2002 to 2005, and Busia and Kayunga as of 2005.

The organisational development of NUDIPU (National Union of Disabled Persons of Uganda) program involves NAD support to the national union, as well as union branches in three districts where the CBR program is operating and nine additional districts (12 all together).

Please give a brief situational analysis of the country/area were you operate, with specific emphasis on, and reference to, your type of thematic intervention.



Uganda has a population of around 28 million people, of which 82% work in agricultural production. Uganda managed to stabilize its economy during the 1990s, after nearly two decades of dictatorship and internal wars that destroyed the economy and infrastructure of the country. In 1986 Museveni took power and stabilized most of the country. He is still ruling the country after having been elected president for the third term in 2006. The economy depends on substantial inflows of economic assistance from the IMF, the World Bank, and individual donor nations.

Uganda is still subject to armed fighting by rebels, militias, and various government forces. The Lord's Resistance Army (LRA) has destabilized the north of Uganda for more than 15 years, but the recent peace agreement between the two parties may lead to a new situation in the very underdeveloped north of the country, including the return of more than 2 million IDPs (Internally Displaced People) to their more or less destroyed communities.

Uganda is among the poorest countries in the world, ranking 144/177 on UNDP's 2005 Human Development Index (HDI). Thirty-five per cent (35%) of the population lives below the poverty line. Life expectancy is 53 years and the under-5 years' mortality rate is 140 per 1000 births. In their 2002 census, the Uganda Bureau of Statistics (UBOS) identified 4-5% of the population as persons with disabilities.

There is a close link between poverty and disability in that poverty often causes disability and disability often increases poverty. The UBOS census of 1991 reported that households headed by disabled have a substantially lower education and less employee income and formal trade income than the rest of the population. As well, a larger percentage of disabled persons are living in mud-houses rather than brick-houses. Research by Charles Lwanga-Ntale has shown that disabled in Uganda not only are the poorest of the poorest, but they remain chronically poor from generation to generation. Women with disabilities are subject to dual discrimination – first due to gender and, secondly, as a result of society's perception of disability. Disabled people also are often forgotten in conflict-affected areas such as in northern Uganda.

Ugandan authorities have shown a great will to change the conditions for the disabled for the better, and the Constitution of 1995 incorporated affirmative action measures to safeguard and promote the rights and participation of women, youth and disabled. As a result, disabled people are represented by special delegates in government assemblies at all levels, including the national Parliament. Despite political will and legislation protecting their rights, persons with disabilities still experience discrimination at all levels. They are victims of prejudice and excluded from participating

in the daily life of their families and communities, from schools and from initiatives aimed at economic development. There has been much progress, but there is still a need for the government's intentions to become reality in most of the country.

Identification in Norad's system of Agreement numbers and names

CBR

GLO-95/005-9, NHF-0016 Community Based Rehabilitation in Uganda
(Lokalbasert rehabilitering i Uganda)

Organisational Development

GLO-95/005-39, NHF-0017 Organisational development NUDIPU
(Organisatsjonsutvikling NUDIPU)

Funding received since when (year) and up until now, from Norad including administration costs.

CBR

Total contribution including admin support from NORAD from 1991 through 2006:

47 902 050 NOK

(The amount for 2006 is the budgeted amount; amounts for other years are from the audited accounts.)

Organisational Development

Total contribution including admin support from NORAD from 1989 through 2006:

13 546 571 NOK

(The amount for 2006 is the budgeted amount; amounts for other years are from the audited accounts.)

Local cooperation partner(s)

Community Based Rehabilitation program (CBR)

- The main cooperation agreement is between the Norwegian Association of Disabled (NAD) and the Government of Uganda (GoU), represented by the Ministry of Finance, Planning and Economic Development (MFPEDE).
- The Ministry responsible for the program is the Ministry of Gender, Labour and Social Development (MGLSD), Department of Elderly and Disabled.
- There is a Memorandum of Understanding between MGLSD and each of the three district authorities implementing the CBR program, but NAD provides direct technical support to the district CBR implementers.
- AMFIU (Association of Micro Finance Institutions of Uganda—an umbrella organisation), the NCD (National Council for Disabilities), and NUDIPU (see below) are partners related to income generation for persons with disabilities.
- COMBRA (Community Based Rehabilitation Alliance), an independent institute that offers theoretical and practical training in CBR, both at national and local level.

Organisational development

- NUDIPU (National Union of Disabled Peoples of Uganda) is NAD's direct partner.
- NAD's indirect partners are three uni-disability organisations: UNAB (Uganda National Association of the Blind), UNAD (Uganda National Association of the Deaf) and NUWODU (National Union of Women with Disabilities of Uganda).

When and for what purpose was the local partner(s) founded? Whom do they represent, and what are their role and their strength(s) in civil society?

CBR

The local partners represent the GoU both at national and district level. The MGLSD is responsible, on behalf of the GoU, for community development work done in the districts, including the rehabilitation of disabled people. District Rehabilitation Officers, who are most often District Community Development Officers, oversee the Community Development Officers at sub-county level.

There is close contact between the District Rehabilitation Officers and the disabled persons they assist. Persons with disabilities (PWDs) have influence on the implementing officers through a District Steering Committee, which includes representatives from the local government and disabled people's organisations (DPOs).

Organisational development

NUDIPU, founded in 1987, is an indigenous umbrella NGO of PWDs that brings together all categories of disabilities – including people with physical, sensory and mental impairments. Its main purpose is to influence the provision of services in favour of PWDs in Uganda. NUDIPU's member organisations include its own local branches and some uni-disability organisations such as:

- Uganda National Association of the Deaf (UNAD)
- Uganda National Association of the Blind (UNAB)
- Uganda Association of the Physically Disabled (UNAPD)
- National Union of Women with Disabilities of Uganda (NUWODU)
- Uganda Parents Association of Children with Learning Disabilities (UPACLED)

NUDIPU has been able to unite the disability movement in Uganda both nationally and at district level. It is highly respected by Ugandan authorities and has even been granted the responsibility of organising elections of disabled to become representatives in the Parliament and local governments. NUDIPU's efforts greatly contributed to the inclusion of affirmative action measures for disabled in the new constitution, in particular the quota system for electing representatives of disabled in the Parliament and lower-level government assemblies. NUDIPU also played an instrumental role in the government's creation of a Minister of State for Elderly and Disabled post at national government level. It has a significant voice in the public media and it is no longer a taboo to be a disabled person in the Ugandan society at national level. NUDIPU has a close relationship with, but still an advocacy and lobby role towards, the Ugandan government. Lately there is a focus on inclusive education, and NUDIPU has developed a good relationship with the Ministry of Education in this regard. For many years NUDIPU advocated for and contributed to drafting a national policy on disability, which was endorsed by the government in January 2006. NUDIPU has been successful in mobilizing and forming district unions of disabled (i.e. NUDIPU chapters) all over the country. All of its member organisations are governed by democratic principles, and have branches throughout the country which play a large role in organising disabled groups at local level.

How long has the Grant recipient been cooperating with the local partner(s)? What reasons were offered for the choice of local partner(s)?

NAD was invited both by Ugandan authorities and the Norwegian Embassy to contribute to the improvement of the living conditions of the disabled in 1986. It has been supporting development projects and programmes in the country since then.

CBR

NAD started to cooperate with the GoU in 1986 in a project involving the running of vocational schools for disabled. NAD has strategically chosen to seek partnership with public authorities due to the central role they have in ensuring equal rights for disabled persons. Since 1991 the content of NAD's work and partnership with the GoU has been related to the CBR program (CBRP). The MGLSD is still NAD's main implementing partner at national level. At district level NAD cooperates closely with the district officers in charge of rehabilitation. This has been strengthened in the new CBR model started in 2002, and became even more important following the decentralisation of power from national to district level as of 2004.

Organisational Development

NAD's partnership with NUDIPU began in 1987 and was formalized through a written agreement in 1989 with lobbying, advocacy and organisational development the main areas of cooperation. Acknowledged as the main umbrella organisation for all disabled people's organisations (DPOs) and PWDs in Uganda, NUDIPU was a natural choice of partner for NAD because we know from our own experience as a DPO how important it is for disabled persons to have their own organisation(s) that can advocate on issues of importance.

Describe the Grant recipient's contribution to local partner(s) over and above the financial contribution (*what added value will the Grant recipient bring to the partnership?*):

The local partners in both programmes describe NAD's role in the partnership as follows:

- NAD transfers knowledge and skills to effectively manage the projects/programs—for example, through training in Result Based Planning and Reporting, micro finance and micro credit.
- NAD has contributed to the CBR's acceptance as a national governmental strategy. Due to NAD's efforts, the CBRP is now a part of the national state budget under community development.
- NAD links NUDIPU and MGLSD to other strategic partners and stakeholders such as UNDP's Mine Victim Assistance programme (for landmine survivors) and to the EENET and UNESCO, both in relation to inclusive education.
- NAD promotes a symbiotic relationship, sharing information for mutual benefit—i.e. NAD learns from NUDIPU and vice versa.

CBR

NAD has contributed to building substantial capacity within CBR in Africa for the last 15 years, and belongs to a large international network within the field of disability and development. It has played a vital role in the transition of rehabilitation services in Uganda from an institutional approach to CBR, and continues to provide important technical support and capacity building to the program. Having a partnership both with the government and with DPOs in the civil society gives NAD a unique role in creating a climate in which the government consults with and brings DPOs into planning and implementation processes. This results in synergy between the two programs and strengthens the role of DPOs in advocating and lobbying for the rights and inclusion of the disabled.

Organisational Development

NAD has played a vital role in inspiring the civil society of disabled to unify themselves and take an active role in society. "Nothing for us without us" has become a motto for the whole disability movement in Uganda. NAD's long experience as a DPO and civil society actor involved in international development cooperation, and its contribution in the form of capacity building, organisational skills, democratic principles and international network are among the contributions that NAD's partners value highly.

Does the local partner have other partners? If so, who are they?

How does your organisation coordinate/interact with other donors?

CBR

The MGLSD and the districts have other partners in relation to the CBRP, including other line ministries. However, these do not provide financial support directly to the program. Such partners include DPOs and NGOs. NGO partners such as ADD (Action on Disability and Development) and USDC (Uganda Society of Disabled Children) are important stakeholders contributing to the CBRP in many areas in Uganda. USDC runs a CBR program in 10 districts, while ADD implements activities complementary to CBR. In Busia, UNESCO has supported a complementary project called "Child Friendly Schools", and Danida has supported the EARS project to enhance inclusive schools.

The cooperation with all other partners and stakeholders (including other Ministries or Departments) takes place through national or district CBR steering committees where they are represented. Meetings are held either quarterly or semi-annually.

Since the only other financial contribution to the CBRP in the three districts has been counterpart funding by the MGLSD or the districts implementing CBR, coordination occurs mostly at meeting between NAD and the officers in charge, as well as through plans written by the same officers. At district level NAD and its partners agree on what will be sponsored by whom, whereas at national level NAD plays an advisory role regarding the use of donor funds.

Organisational Development

NUDIPU has the following partners other than NAD: CAFOD (UK), APT/BDS (UK), DSI (Denmark), Abilis (Finland). NAD and these NUDIPU partners finance separate programs through NUDIPU and share the administrative cost of running the organisation.

Donor coordination is mainly done in the following ways:

- NUDIPU informs all partners about what the other partners fund and engage in.
- An annual (or semi-annual donors' meeting) is held where as many donors as possible meet. NAD participates in such a meeting at least once a year.
- The budget, accounts, and annual narrative reports of NAD's indirect partners (UNAB, UNAD and NUWODU) provide information to other NUDIPU donors.
- NAD coordinates directly with the Norwegian Association of the Blind and Partially Sighted (NABP) in regards to UNAB to share information and ensure that our respective contributions don't overlap, but rather create synergies.

Programme description

NAD follows a twin track intervention in Uganda: one through the government and one through the civil society.

CBR

CBR is a WHO strategy for involving PWDs in the development of their communities and ensuring that they have equal access to community resources, rehabilitation, health and other services, education and income opportunities. Through CBR, 80% of PWDs can be helped in their homes and local communities, with only 20 % requiring costly, specialist services. The CBRP in Uganda works with people with all types of disabilities, including mobility, hearing and sight problems, learning difficulties, mental illnesses, and disorders such as epilepsy and diabetes. Uganda's CBR strategy involves people from national to village level, and aims to build capacity and change attitudes about disability at all levels in society.

The present CBR model was launched in 2002 in one district in the east, Tororo. This model implements a holistic approach through existing structures, use of local resources and volunteerism at village level. The CBRP aims at ensuring social inclusion of PWDs and access by PWDs to service provision, education and work and income opportunities. An external evaluation conducted in 2005 reported that the new model was successful and recommended its replication to other districts. The CBRP was extended to Busia and Kayunga districts later that year.

Organisational development

The organisational development project with NUDIPU is aimed at empowering disabled persons and strengthening their organisations (i.e. DPOs). More specifically, the project works to build and strengthen organisational capacity so that DPOs are better able to represent and address the needs of their own constituency, as well as advocate and influence their communities/society to improve the lives of persons with disabilities.

New NUDIPU projects include HIV/AIDS activities, Youth with Disabilities (YWDs), and conflict and post conflict area interventions. The latter is an activity being developed, primarily in coordination with UNDP's Mine Victim Assistance programme activities.

Long-term overarching development goals:

The lives of disabled are improved through increased empowerment, participation and equality in a more inclusive society, and access to quality service provision.

Objective of the project/programme for the period 2007-2009

See the log frame below.

Anticipated results for the period 2007- 2009 (A 3 year period)

UGA-0016: Community Based Rehabilitation in Uganda.

	Objectives	Expected Results	Indicators
1.	PWDs are empowered and participate in their communities in 3 districts covered by CBR	a) Increased involvement of PWDs, their families and the community in development programmes b) PWDs access information and services c) Communities have positive attitudes towards PWDs d) PWDs and their families know their rights and responsibilities and demand services	<ul style="list-style-type: none"> • No. of PWDs actively participating in or employed by public and private organisations/programmes • No. of PWDs (by gender and disability) taking part in leadership roles • No. of PWDs and their families accessing development programmes • Technical staff, parents of children with disabilities (CWDs), and PWDs able to communicate in sign language • ↑ no. of community initiatives/activities involving PWDs • No. of enforceable by-laws and ordinances on disability issues enacted • PWDs, their families and communities have received translated copies of the National Policy on Disability • Examples of PWDs/families of PWDs demanding their rights to services
2.	Service providers, PWDs and caregivers identify and effectively manage and prevent disabilities in 3 CBR districts	a) PWDs have improved mobility, function and quality of life as a result of CBRP interventions	<ul style="list-style-type: none"> • ↑ no. of PWDs receiving CBR services • ↑ no. of PWDs using assistive devices • PWDs able to engage in ADS. • No. of PWDs receiving appropriate health services • No./type of interventions undertaken by The AIDS Support Organisation (TASO) and other health providers • No. of HIV/AIDS-positive PWD clients counselled and receiving drugs • Examples of PWDs with improved mobility, function, and quality of life as a result of CBRP
3.	PWDs benefit from non-rehabilitation sector programmes	a) PWDs and their families benefit from existing government, private and NGO services in 3 CBR districts	<ul style="list-style-type: none"> • Acceptability of services to beneficiaries • Examples of PWDs benefiting from government and private sector initiatives • Examples of other sectors mainstreaming PWDs • No. of NGOs targeting PWDs • No. of NGOs/CBOs (Community Based Organisations) with disability-related interventions

		<p>b) Inclusive Education (IE) initiatives implemented in schools and communities in 3 districts</p>	<ul style="list-style-type: none"> • No. of IE steering committees that include CWDs, their parents, and representative(s) from school management • Contributions from communities to IE initiatives • No. of ramps and adapted toilets in schools • IE resource rooms equipped and utilized • ↑ enrolment of CWDs in schools • Equal participation of all CWDs in classroom work and extra curriculum activities • No of teachers recruited with IE training
		<p>c) ↑ political and technical support given to CBR and to the inclusion of disabled in policies and service provision in 3 districts</p>	<ul style="list-style-type: none"> • ↑ no. of community members/leaders involved in disability programme activities • CBR successes documented and disseminated • ↑ proportion of budgetary allocations to disability activities at district (and also national and sub-county) levels • Amount/sources of funding secured for CBRP
4.	PWDs and their families have improved livelihoods	<p>a) PWDS benefit from micro finance services</p>	<ul style="list-style-type: none"> • No of DPOs and individual PWDs carrying out income generation activities (IGAs) • No of DPO IGA proposals funded • ↑ household income of PWDs (examples) • No. of micro finance institutions having disabled clients
		<p>b) PWDS and families engaging in food production</p>	<ul style="list-style-type: none"> • No of PWD families with food stocks • ↓ no. of cases of malnutrition among PWDs and their families • No. of families of PWDs carrying out agricultural activities
5.	CBR administration and management is efficient and effective	<p>a) Quality and timely service delivery to PWDs, their families and communities in 3 districts</p>	<ul style="list-style-type: none"> • CBR activities implemented as planned • Examples of good coordination between stakeholders in CBR and between CBR and the disability movement • Desegregated data (MIS) on disability accessible and used • Monitoring and evaluation systems on disability-related interventions established and followed • Timely plans, reports, budgets and accountability by all CBRP stakeholders • Timely transfer to districts and sub-counties • Documentation of effective CBRP management at district (and higher) levels • PWDs' comments on service provision

UGA-0017: Organisational development - NUDIPU

Objectives	Expected Results	Result Indicators
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1	PWDs are able to demand their rights and fulfil their responsibilities and obligations	a) PWDs are included and provided for in government policies, the legal system and in the civil society	<ul style="list-style-type: none"> • No. of policies/laws in all sectors that include disability concerns • Examples of demonstrations held and petitions delivered to demand the rights of PWDs • No. of disability friendly pieces of legislation enacted by local governments in the 12 districts • No. of development actors at local and national levels that have integrated the concerns and needs of PWDs into their programmes
		b) Increased participation and involvement of PWDs into government and private sectors at all levels	<ul style="list-style-type: none"> • No. of PWDs in leading positions in national and local government • Examples of PWDs participating in development initiatives at national and local levels • No. of NGOs and private enterprises employing PWDs
2	PWDs have Improved quality of life and livelihoods	a) PWDs have increased access to education and health, rehabilitation and other services	<ul style="list-style-type: none"> ▪ Extent to which policies/laws concerning PWDs have been implemented by service providers • Examples of PWDs with improved mobility and/or communication ▪ No. of relevant public, government and legal documents made accessible (format, language and distribution) ▪ No. of public buildings and other facilities made accessible to PWDs • An all inclusive curriculum in place (i.e. IE) with examinations adapted to meet needs of PWDs • Micro stories of children with disabilities succeeding at school. • Medical/hospital forms include disability information on patients • No. of operational health units providing rehabilitation health services, essential drugs and assistive devices to PWDs in 3 districts • ↑ in no. of sub-counties with CBR outreach programmes
		b) Increased no. of PWDs are engaged in income-producing activities	<ul style="list-style-type: none"> • No. and type of viable business establishments owned by PWDs as a result of NUDIPU income generating activities • Examples of households with PWDs that have become food secure due to NUDIPU interventions • No. of micro finance institutions (MFIs) at national and district level having increased no. of PWD clients • No. of agricultural service providers including PWDs in their programmes

		c) PWDs and their families are better able to prevent and manage HIV/AIDS	<ul style="list-style-type: none"> No. of PWDs in selected districts access HIV/AIDS counselling, testing and other related services PWDs demonstrate they have knowledge on prevention and management of HIV/AIDS Examples of empowerment by PWDs with or affected by HIV/AIDS
		d) Improved situation for disabled internally displaced persons (IDPs)/ disabled refugees in conflict, post conflict and disaster situations	<ul style="list-style-type: none"> Trauma and peer counselling provided to PWDs, including landmine survivors Statistics show no. of PWDs and landmine survivors have received rehabilitation services Statistics show no. of disabled IDPs and disabled refugees who have been resettled and received services Examples of how the situation for individual/groups of PWDs and landmine survivors has improved as a result of the above
3	Strengthened organisations of PWDs	a) DPOs have a stronger position among PWDs	<ul style="list-style-type: none"> ↑ membership of DPOs ↑ participation of PWDs in DPO activities Examples of good cooperation and coordination among DPOs and between DPOs and other PWD stakeholders
		b) DPOs have increased sustainability	<ul style="list-style-type: none"> DPOs have efficient administrative and management systems in place Examples of DPOs demonstrating good democratic practices No. of DPOs able to sustain their activities Examples of recognition and involvement of DPOs in other stakeholders' programmes and activities
		c) YWDs empowered to participate and influence decision making at all levels	<ul style="list-style-type: none"> Examples of YWDs having influence in DPOs at all levels Increased participation of YWDs in decision/ policy making and programme implementation at all levels Examples of YWDs organizing themselves

Target group: (relates to the project/programme objective and must be stated pr. programme)

CBR

Direct target group:

- Persons with disabilities and their families

Indirect target group:

- Communities and community/district/sub-county leaders
- Local artisans, business/finance organisations
- Development partners whether international or national NGOs/institutions
- Policy makers and service providers in government at all levels and in all sectors of the society

Organisational development

Direct target group:

- Persons with disabilities and their families
- Member DPOs at national and district level

Indirect target group:

- Communities and civil society, including NGOs and development aid organisations
- Policy makers and service providers in government at all levels in society

Describe in what way the programme/project is planned in relation to / in coordination with national plans and national/local officials, or give the reasons why not.

CBR

- The CBRP is administrated by the Ministry of Gender, Labour and Social Development (MGLSD), Department of Disabled and Elderly, in cooperation with the District Rehabilitation Officers in the three districts.
- The Minister of State for Disability and Elderly is heading the National CBR Steering Committee, which oversees and coordinates the CBRP and other interventions run by other national or international organisations.
- The CBRP plan is developed in line with Uganda's Persons with Disability Act and new National Policy on Disability (2006).
- The CBRP is regulated under the PAF (Poverty Action Fund) which is a part of the PEAP (Poverty Eradication Action Paper = PRSP of Uganda). Therefore, the CBRP is a part of the PRSP for the Republic of Uganda.
- The CBRP cooperates with the Ministry of Health (in relation to orthopaedic services, distribution of medications, and referral services) and the Ministry of Education in relation to Inclusive Education.

Organisational Development

- NUDIPU's advocacy and lobby strategy has been developed to ensure mainstreaming of disability concerns in accordance with the PEAP. Toward this end, NUDIPU and DPOs will influence as much as possible other sectors of society to include disability issues in their policies and activities.
- NUDIPU advocates enforcing the intentions and content of official government documents, in particular the National Policy on Disability, Persons with Disability Act and the Act on Council for Disability.

Describe the relevance of the project/programme with reference to the local context; and outline yours/partners specific role in this intervention.

CBR

The current CBR model has proven to be an effective tool for promoting and concretely addressing the needs of PWDs in three districts in Uganda. The CBR model is built on close cooperation between public service providers and the civil society, which is critical in the Ugandan context given that it is the government's responsibility to ensure that disabled people access available resources and service provision. In addition, the program is implemented through existing government structures, built on the use of local knowledge, resources and capacities, and promotes mainstreaming by other sectors.

An external evaluation undertaken in 2005 confirmed that the Tororo model begun in 2002 and now expanded to Busia and Kayunga districts is perceived by disabled persons and communities as a program to which they are partners in the mobilisation of assistance to PWDs. The evaluation reported that the CBRP reaches a large number of communities, is cost efficient, successful in mobilising the community, includes stakeholders and DPOs in planning and execution of activities, and has contributed to mainstreaming of services. In addition the programme's budget and planning process, which is fully integrated with the GoU public financial management system, has resulted in increased assurance, accountability and ownership of funds allocated to the programme.

As described previously in more detail, NAD plays a key role in providing technical support to the programme while the MGLSD is responsible for CBRP implementation.

Organisational Development

NUDIPU is recognized by the government and PWDs in Uganda to be an effective voice of disabled people and their organisations. Continued support of the organisational development of NUDIPU at

national and district levels is an important element in strengthening the capacity of disabled people to represent themselves and their needs in a variety of arenas. Through its advocacy activities, NUDIPU influences the government and civil society, and is successful in organising disabled groups, particularly at local level. DPOs also play an important role in the CBR program at district, sub-county and parish level through their participation in planning, sensitisation and monitoring activities.

NAD's role in this programme is to provide technical support to NUDIPU, as detailed above.

Total budget per year:

CBR

	Total budget including admin	Norad contribution (inclgd. admin support)
2007:	NOK 2 711 170	NOK 2 444 580
2008:	NOK 1 641 600	NOK 1 477 440
2009:	-0-	

Organisational Development

	Total budget including admin	Norad contribution (inclgd. admin support)
2007:	NOK 2 656 800	NOK 2 656 800
2008:	NOK 2 629 800	NOK 2 629 800
2009:	NOK 2 781 000	NOK 2 781 000

Specify contributions from other donors to the programme:

CBR

Other contributions to the CBRP consist mostly of counterpart funding by the local partner. It is important to note that all CBRP levels also support the programme with staff, salaries and office facilities. A number of activities are also "hidden" in other sectors' budget chapters. For example, education, agriculture and health ministries have included (i.e. mainstreamed) activities for the disabled in their regular budgets.

Presently counterpart funding at national and district levels is as follows:

District	Amount
Busia	5,5 million Ug.Shs (= 20 500 NOK) per year
Kayunga	10 million Ug.Shs (= 37 000 NOK) per year
Tororo	5,5 million Ug.Shs (= 20 500 NOK) in the period
Central Level	135 million Ug.Shs (= 500 000 NOK) per year
TOTAL	156 million Ug.Shs (=578 000 NOK) per year

We have no indication as to how much financial support other partners might provide to the CBRP in other districts. Most likely these partners will run their own budget and activities to strengthen CBRP, rather than channel funds via the MGLSD and district governments.

Organisational Development

Donor	Amount in Donor currency	Amount Uganda Shillings	Period
CAFOD, UK	60,000/- £	186,000,000	Jan 2006 – June 2007
APT/ BDS, UK	308,704/- £	956,982,400	July 2005 – June 2008
DSI, Denmark	12,855,000 Dkk	3,089,775,000	Nov 2004 – Oct 2008
DSI, HIV/AIDS	6,918, 085 Dkk		
Abilis Foundation, Finland	40,000 Euro	84,084,264	Jan 2006 – Dec 2007

Brief assessment of anticipated riskCBR

1. The number of districts in Uganda is increasing and it makes it more costly to run the CBRP, in part because there are more staff and officials who need training and acquisition of skills. Uganda used to have 45 districts. Now they have 76, and it might increase to 80 or more.
2. A reduction in local tax revenue, which occurred after the signing of the agreement between the MGLSD and the districts, has decreased the amount that the local district government can contribute to counterpart funding. Unfortunately, the support from national level will not be sufficient to make up for this loss in CBRP revenue at the district level.
3. New political and administrative leaders may not prioritise the inclusion of disability issues in other sectors and/or in the general budget, thereby reversing the political will currently shown by the GoU.
4. Donor fatigue in the face of Uganda's dependence on foreign aid, in particular contributions from the IMF and World Bank, may result in reduced government funds available for the CBRP.
5. People trained in CBR might be moved to other posts of responsibilities outside the CBRP.
6. Government bureaucracy may affect the effectiveness and efficiency of the operation of the programme.
7. Corruption is a risk at all levels. To counter this risk, annual external audits will be undertaken in Uganda and will include a review of sub-county levels. In addition, external audits of the programme will be undertaken in Norway. The NAD development adviser will also monitor the programme's accounts and financial management during visits to Uganda.
8. Insufficient resource allocation at sub-county level and limited capacity of the referral systems to meet the demand for service provision can negatively affect the CBRP. The 2005 evaluation of the programme has suggested ways to meet these challenges.

Organisational Development

1. Dividing existing districts to create new districts by the government (see CBR point no. 1 above)
2. Phasing out of funding by other development partners.
3. Manoeuvring in a new, multi-party democracy may reduce the influence of the disability movement on politicians and government in general.
4. The formation of many different DPOs at district level and below can lead to fragmentation and spread of resources.

Briefly describe any plans for phasing out the programme(s) and how sustainability will be ensured (technical/administrative and financial):CBR

Norad support to the CBRP through NAD is to be phased out during 2008. The GoU intends to continue the CBRP in the three districts and will fund smaller parts of the programme through national government and district funds. There are three possible strategies to address sustainability of the current programme and to support the expansion of the CBRP into new districts:

1. Mainstreaming disability issues into other sector programs.

Organisational Development

Monitoring of the organisational development programme is primarily undertaken by the NAD development adviser during visits to Uganda twice a year. In addition, NUDIPU submits an annual external audit report and narrative report to NAD.

List those evaluations and reviews that have been planned for 2007

CBR

2007 – Assessment of the results of the micro finance project

Organisational Development

No evaluations/reviews are planned for 2007.

State how the evaluations will be financed and the estimated budget per year:

The reviews/evaluations below will be financed by Norad:

CBR

2007: 100 000 NOK

2008: none

Organisational Development

2007: none

2008: 50 000 NOK

2009: 250 000 NOK (Evaluation to document impact of the programme)

2. The GoU will prioritize counterpart funding for staffing and core activities related to service provision.
3. Fundraising and looking for other partners internationally and nationally.
 - The UNDP Mine Victim Assistance program and the Office of the Ugandan Prime Minister might consider supporting the CBRP as a method to address the needs of IDPs, mostly in the north, when they return to their place of origin. NAD has introduced these partners for each other.
 - NAD is also trying to get the Ugandan National Council for Disability, the MGLSD and the Minister of State for Elderly and Disabled to fundraise on behalf of the CBRP among possible international donors.

Organisational development

The main challenges for NUDIPU are funding and increasing its support among PWDs. NAD is advising NUDIPU to take the following steps toward economic sustainability:

- Restructure and redefine a number of its activities into projects for which it will be easier to fundraise, both internationally and nationally.
- Introduce a membership fee or have disabled contribute a fee for services received in accordance with their economic ability.
- Fundraise among private companies.
- Seek contributions from the government.
- Start up income generating projects for the organisation itself.
- Form strategic alliances with development organisations, locally and internationally to share resources, talent and structures.

Activities will be undertaken during the 3-year period to ensure the sustainability of the organisation in a broader perspective – in particular, in relation to efficient and effective organisational management and ensuring good democratic practices.

MONITORING RESULTS AND EVALUATIONS

What systems has the Grant recipient adopted for measuring and monitoring results? How will the Grant recipient use conclusions and recommendations from reviews and evaluations with respect to learning and quality assurance?

NAD has trained the partners in Result Based Planning and Reporting (RBP). The use of indicators to measure outcome for the relevant target group will enable the partners to better identify and document results. NAD will send a development adviser at least twice a year to monitor and provide technical advice to the partners. In addition, an element of both programmes is that the central (i.e. national) level monitors the local level.

CBR

The CBRP is incorporating recommendations made in the 2005 evaluation of the Tororo CBR model. One of these is the revision and simplification of the already established Management Information System (MIS), which will make it a more user-friendly tool for monitoring and to support development and planning of interventions to improve the programme. There is a plan to produce a documentary video in 2006/2007, which will be used for awareness raising and information purposes. The writing and publishing of booklets illustrating positive experiences from the CBR model district are also planned. These will be distributed to CBR implementers at all levels. Lessons learnt, observations, recommendations and reviews will be used to improve CBRP interventions and help ensure that results are achieved.

Stakeholders from the community, sub-county, district and national levels are involved in monitoring the program. Views of the different stakeholders are respected and incorporated in the project documents.

Measures to ensure financial accountability of the CBRP have been addressed above.