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FINAL EVALUATION REPORT UGANDA

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TABLE OF CONTENTS

EXECUTIVE SUMMARY

(i)	Introduction.....	5
(ii)	Key Findings.....	6
(iii)	Other Considerations.....	7

1.	Background and Objectives.....	9
1.1	Overview of the IICD Country Programme in Uganda.....	12
1.2	Situation in Uganda.....	13
1.3	Overview of the Future of IICD's Country Programme.....	14
2.	Introduction.....	10
3.	Methodology.....	16
4.	Results of the Qualitative and Quantitative Data.....	17
4.1	Projects in Implementation.....	17
4.1.1.	User Profile.....	17
4.1.2.	Level of Satisfaction.....	17
4.1.3.	Discussion of IICD's effectiveness during project implementation.....	19
4.2.	End-users of Good Governance.....	20
4.2.1.	User Profile.....	20
4.2.2	Level of Satisfaction.....	21
4.2.3.	Impact.....	23
4.2.4.	Discussion of user's understanding of the project.....	23
4.3.	End-users in Education.....	24
4.3.1.	User Profile.....	24
4.3.2.	Level of Satisfaction.....	25
4.3.3.	Impact.....	26
5.	Conclusions and Recommendations.....	28
5.1.	Introduction.....	28
5.2.	Summary of Findings.....	28
5.3.	Analysis of Findings.....	29
5.4.	Recommendations:.....	30
5.5.	Recommendations for IICD.....	30
5.6	Conclusion.....	8

LIST OF APPENDICES

Appendix I: Participants in Focus Group Meeting.

Appendix II: List of Consultants

LIST OF TABLES

Table 1: Suggestions for IICD to Improve its Assistance to Projects

Table 2: Suggestions for Improving Users' Understanding of the Higher goals of the project.

Table 3: Level of satisfaction by end-users in education.

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MANAGEMENT SUMMARY

(i) Introduction

In June 2004 the International Institute of Communication and Development contracted TTP to carry out an Evaluation of IICD projects in Uganda. The intention of the survey is to measure the development impact of projects and to assess the effectiveness of the projects supported by IICD in Uganda. IICD developed a tailor-made Monitoring and Evaluation system in 2000. It involved identifying an M and E partner in each focal country to collect and analyse qualitative and quantitative data through online questionnaires and Focus Group Meetings and to capture the lessons learned in evaluation reports. IICD developed the questionnaires and subsequently tested them on projects in Ghana and Tanzania and then developed them further to form the basis of the permanent online M and E system that is used today.

Each M and E partner gathers quantitative data through IICD's online M and E system. The system contains 12 straightforward questionnaires. The M and E partner informs end-users, project owners and training participants which questionnaire they need to fill in on a regular basis. The questionnaire allows all those taking part in the country programme to give their views on the progress made. The data is then analysed in order to filter out important information and identify common problems. When technical problems arise, hard-copy questionnaires are used.

The findings are the outcome of 535 interviews that were carried out with end-users and project team leaders (Kyambogo University, District Net, Uganda Debt Network and Uganda Institute of Communications Technology). Interviews with end-users were administered in 4 organisations. The quantitative data has been illuminated by interviews with end-users and project team members, using online questionnaire filling. Sometimes questionnaires filled on hard copies and later entered into the online tool and lessons learned are captured in the evaluation report.

Focused discussions were also held with IICD partners in Uganda (**See, Appendix I**) for list of participants in the focus group meeting.

After collecting the questionnaires and analysing the data they contain, the M and E Partner presented the findings to project managers, representatives of national training partners and information network (IN) coordinators at a bi-annual Focus Group Meeting. Participants were briefed prior to the meeting on the main findings in order to prepare for the discussion. Focus Group Meetings give project partners and trainers the chance to discuss the causes of the identified problems of the data analysis and, in some cases, use these findings to adjust the focus of activities within a country programme.

IICD is continuously trying to improve its effectiveness and development impact. Monitoring and Evaluation is important because it helps to find out what is and is not working in a project, thereby enabling IICD and all local partners to learn from past experiences and improve the project.

(II) Key Findings

The most dramatic finding is increased awareness. In the governance sector the highest positive impact is awareness, fifty three percent of the respondents indicate that the project had broadened their horizon, made them more aware of ICT's in decision making and has shown them opportunities in application of ICT to good governance.

Overall, there is general satisfaction with the services provided by the project partners. Findings indicate that users of the District Net project are more satisfied with services provided (training 63%, manuals 58%, facilities 70% and technical support 68%). For the education projects, the end-user's satisfaction is evidenced by the level of meeting their goal/aim of participating in the project. The majority (75%) had acquired computer skills/knowledge. This is directly in line with the goals

of the ICT project, which is to promote the use of information and communication technologies.

(III) Conclusion

The issue of transparency in the Government structures is a long-term objective, sharing of reports and ideas will take some time even if the system is effectively working. The IICD Uganda project is a very useful one considering the growing interest in Information Technology in the country. The IICD projects in Uganda have been received with a lot of anticipation and are working within a context of existing structures, which are supportive, for example Kyambogo University that is already a learning Institution with an Information Technology Department, while Uganda Institute of Communications Technology has IT courses. In the education sector the highest positive impact is awareness (88%) respondents indicate that the project broadened their horizon and made them more aware of ICT's in decision making, and shown them opportunities in application of ICT to education. In the education sector the highest positive impact is awareness (88%) respondents indicate that the project broadened their horizon and made them more aware of ICT's in decision making and shown them opportunities in application of ICT to Good Governance.

A number of benefits have been realised including acquisition of ICT skills, ability to use computers and information exchange and smooth flow of information. However, to strengthen the gains and combat the limitation of the project, there is need to think up an ideal cost effective connectivity solution, promote stronger ownership of the project, develop a culture of sharing documents and provide more technical support which calls for the physical presence of IICD.

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Abbreviations

EACOSS	East African Centre for Open Source Software
IICD	International Institute for Communication and Development
M & E	Monitoring and Evaluation
S.P.S.S.	Statistical Package for Social Sciences.
T.O.T	Training of Trainers
UICT	Uganda Institute of Communications Technology
UMI	Uganda Management Institute
UTC	Uganda Technical Colleges

Deleted: (iii) . Other Considerations¶
The evaluation has generated information on what is and what is not working in the good governance and education projects. These are set out in the chapter on conclusions and recommendations. ¶

1. Introduction

This report presents the results of the IICD monitoring and Evaluation (M & E) process in Uganda. The Monitoring and Evaluation system was used to measure the role of IICD in assisting partners in the Uganda and to measure the development impact of local projects supported by IICD. The Evaluation covered 4(four) projects, two Good Governance and the other Education projects. The effectiveness of IICD in supporting project implementation, as well as end-user satisfaction and the developmental impact at sector level are analyzed.

The projects below which are all at implementation phase are discussed in this report.

Good Governance projects

- District Administrative Network (Ministry of Local Government)
- Public Information Centers (Uganda Debt Network)

Education Projects

- ICT basic training (Kyambogo University)
- ICT's in vocational education (Uganda Technical Colleges-UTC's)

A report on the focus group meeting organized to discuss the initial findings is incorporated in this report. The FGD focused on IICD's effectiveness and the impact of the project on End-users. Out of the analysis 2 themes were selected and these were discussed at this meeting with the group one at a time.

2. Background and Objectives

The International Institute for Communication and Development (IICD) is an independent non-profit foundation, established in 1997 by the Directorate-General for Development Cooperation (DGIS). Its main sources of core funding are the Netherlands Directorate General for International Cooperation (DGIS), The Department for International Development (DFID, United Kingdom), and the Swiss Agency for Development and Cooperation (SDC).

The mission of IICD is to assist developing countries to realize locally owned sustainable development by harnessing the potential of information and communication technologies (ICTs). With its partner organizations, IICD helps local stakeholders to assess the potential uses of ICTs in development. It also strengthens the capacities of local partners in selected countries to formulate, implement and manage development policies and projects that make use of ICTs.

Goals of IICD

- To empower local organizations and stakeholders to make effective use of ICTs on their own terms.
- To catalyze lessons learning and knowledge sharing on ICTs by local organizations and the international community.

This evaluation therefore aims at meeting two broad objectives:

- ✓ To measure the development impact of projects and
- ✓ To assess the effectiveness of Projects supported by IICD in Uganda.

In order to measure the development impact of projects and assess the effectiveness of projects supported by IICD in Uganda, IICD has commissioned this survey, which is part of their continuous, participatory M&E approach. The intention of the survey is to obtain empirical information that can be analyzed, discussed, and derive lessons that can be used to help IICD and its local partners improve their services.

2.1 Overview of the IICD Country Programme Methodology

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Roundtables

This involved meeting with key people, already pro-active in ICT's in the country.

IICD always seeks Government consent and visits the country on invitation. At

Deleted:

Roundtables, Key organizations, key people and NGO's are identified.

Deleted: The Dutch Government's support to IICD is 50%, Canadian Government, DFID, Swiss Government and the Danish Government through DANIDA is coming on board. The Dutch Government has a list of countries they work with.

National Roundtables

National Roundtables with approx. 40-50 people are organized. Possibilities of using ICT are discussed. Sectors to work on are chosen by IICD. The participants prioritise the sectors.

Sector Roundtables

Sector Round tables are organized at sector level, with a diverse group of people from Government, NGO's, Heads of associations, grass-root organisations and/or interest groups (40-50 people).

- These roundtables are meant to prioritise what kind of project is in great need in the sector; participants come up with project ideas.
- Participants give an indication of what they want to do. If it comes out of motivation then write a proposal, its difficult to envision what they want but seminars are organized to assist in this process. Project formulation can take up to a year.
- Participants set up not completely stand-alone projects but complimentary to the activities already on the ground. E.g. Ndere Center, which has its own Agricultural objectives and the IICD project, was taken on to compliment their own activities.
- Proposal with a budget is written. If approved by IICD, then IICD is in position to support the project for 2 years.
- As soon as IICD signs a contract with the project, the project is referred to as in Implementation, for administrative purposes.

- It takes 1-2 years for a project to start reaching their intended beneficiaries, the end-users. Project proposals are written for 5 years because it gives the projects vision of what they want to achieve or do for 5 years.
- Information flows, Content in addition to hardware and connectivity are thought about.

2.2 Situation in Uganda

In Uganda, 4 round tables have taken place in the following sectors:

- Education
- Livelihood Opportunities
- Health
- Good Governance

The following projects are now in implementation:

Education Sector

- ICT basic education; Kyambogo University
- ICT Educational Content; Kyambogo University
- ICT in vocational training; UICT (Uganda Institute of Communications Technology)

Livelihoods

- The East African Center for Open Source Software (EACOSS):Uganda Martyrs University Nkozi and Linux Solutions
- Agriculture Research and Rural Information Network (ARRIN) ; Ndere Centre.
- Rural Information System to support Commodity Exchange; Uganda Commodities Exchange (UCE)
- Improve Competence for Rural Micro and small scale Enterprises; Uganda Industrial Research Institute (UIRI)
- ICT Maintenance Facility for Rural Uganda; Uganda Institute of Communications Technology (UICT)

Good-governance

- District Administrative Network Programme (District Net); Ministry of Local Government
- Public Information Centres; Uganda Debt Network (UDN)

The following project is now in formulation:

- Information flow Management and Networking: Ministry of Trade, Tourism and Industry.

2.3 Overview of the Future of IICD's Country Programme

IICD's country programme in Uganda started with Round Tables. Project formulation and project implementation started 5 years ago.

- The 1st phase is called the start-up phase where people to work with are identified 'to place a firm foot on the ground' and the first national round-table is organised.
- The 2nd phase is expansion where sector round-tables are organised and projects are being formulated and implemented.
- The 3rd Phase is consolidation where the existing projects are embedded in a larger setting.
- The 4th phase is shared dialogue.

In Uganda the projects have reached expanse, in 2005 moving towards consolidation. That means that IICD is not setting up new projects and there are no new Round Tables. For the existing projects IICD is helping them to mainstream which means helping them to move from a pilot project to a wider largely accepted activity. After the 3rd phase when IICD has helped pilot projects to mainstream, in the 4th phase IICD withdraws but still keeps in touch with the projects to share lessons. IICD is especially interested in the I-Network activities and still wants to know the lessons learned in Uganda.

IICD's core **values** are

- Local Ownership
- Demand Driven
- Sustainability.

3. **M&E Methodology**

Quantitative and Qualitative Methodology

An integrated methodological approach combining qualitative and quantitative methods was used. Quantitative data was collected using questionnaires to identify shared problems/issues, this was done at sector level not at project level. The questionnaires drew information on the profile of the users, satisfaction of assistance provided by IICD and the development impact on the individual users of the project. The process of collecting quantitative data involved end-users per sector and project teams in the phase of project implementation. Qualitative data was collected using a focus group meeting. The purpose of the focus group meeting was to validate the results of the questionnaires, analyse and compare results and provide recommendations to improve the projects. Before this meeting a profound analysis of the shared problems was made, and during the meetings efforts were made to find solutions together.

During the evaluation 3 aspects were considered, these include the IICD process, projects success and impact. Under IICD's process we look at the assistance regarding the identification of needs, the creation of ownership, and capacity development. Under project success, we look at the internal process-the support provided by the organisation, and the satisfaction of the end-users with the services provided by the project. The third aspect is impact; five types of impact are measured. These include awareness - the extent to which the project has resulted in awareness of ICT opportunities in development. Empowerment - the extent to which the end-users can actually use ICT in his/her situation. Economic impact - the extent to which the project has led to actual differences in economic areas. Catalytic effect - the extent to which other initiatives have started as a result of the project.

4. Results of the Qualitative and Quantitative Data

In this chapter we are looking at the results from the data analyses. The data coming from the questionnaires, which were collected from the project teams in implementation, are discussed in paragraph 4.1. In paragraph 4.2 the results coming from the end-users of good governance projects are reflected and in paragraph 4.3 the education projects.

4.1 Projects in Implementation

4.1.1. User Profile

The majority of respondents interviewed were project team members and the rest were project managers. The age groups are evenly divided, 37% is between 21 – 30 years old, 35% is between 31 – 40 years old and 28% is older than 40. The profile also indicates that the living area of the project team members/managers is evenly divided (rural area 32%, district towns 38% and capital city 30%)

Deleted: Six hundred and five (605) questionnaires were filled in, five hundred and thirty five (535) questionnaires were analysed. The questionnaires that were analysed were coming from 4 different projects, while those that were not analysed (236) were from the Capacity Development I workshop.

An overwhelming majority (81%) of project team members have high level of education; only 16% have secondary education. This implies that those involved in the project as managers or team members have high educational backgrounds. This also reflects on the positions that they hold in their respective institutions were they work. Majority of the participants are either Directors or managers in their institutions.

4.1.2. Level of Satisfaction

Looking at the assistance from the IICD programme manager on project strategic level, project operational level and technology, the project teams were critical, since less than half rated the assistance as high (appr. 40%). Since this is a relatively low score, this point was discussed as a theme during the Focus Group Meeting.

Deleted: are more satisfied with the technology assistance with 40% of the respondents agreeing to this. This could be linked to the growing interest in Information Technology in the country.

Two aspects of training were looked at, technical training and managerial training. The results show that respondents are more satisfied with technical training than

managerial training. This could relate to their expectations of the workshop and the quality of the training provided.

Respondents are most satisfied about the human resources but only a quarter of the respondents feel there are sufficient facilities. For instance they revealed that only a few members have access to computers. Notable however respondents are less satisfied with financial resources provided.

Regarding collaboration the results are positive. Most respondents agree that the collaboration between the project partners in implementation was smooth. Most respondents also feel there has been interaction with other similar projects or agencies.

Time taken for implementation of the project was found to be satisfactory, with only 35% feeling that it took more time than expected. Another positive aspect is the fact that half of the respondents did not experience any resistance to change within their institutions/environment.

Looking at the project environment, its quite interesting that 65% of the project teams feel it's a completely *new* activity in their sector. This implies that IICD is really innovative, which is a remarkable indication. Also those ICT activities are strengthening *existing* types of activities. This is due to the fact that a large majority (90%) felt that the project is deployed to improve or strengthen existing types of activities in their sector.

Looking at the catalytic effect 49% indicate that similar projects have been initiated. It would be interesting to find out which other activities were initiated.

A large majority (83%) of the end-users indicate to have achieved their goals by participating in the education project, which they attribute to their ability to use and operate the computer. This demonstrates that the level of IICD's effectiveness has

increased. This finding is directly in line with one of the goals of IICD of “empowering local organizations and stakeholders to make effective use of ICT’s on their own terms”.

4.1.3. Discussion of IICD’s effectiveness during project implementation

During the Focus Group meeting, IICD’s effectiveness was discussed as the first theme. In the data analyses it is obvious that the satisfaction about strategically, operational and technical advice was relatively low.

Participants at the focus group meeting provided suggestions for IICD to improve its strategic and operational assistance to the project (See, table 1). In addition, suggestions to improve the implementation process, which the project teams could use themselves, also came up. One of the key issues that emerged was mainstreaming which was said to be fundamental and that strategies should be laid to achieve this. The project partners preferred to have a more realistic picture of what should be achieved. They also proposed that that there should be more financial support to project partners to implement the project. They also suggested that IICD should get permanent personnel in the country to monitor the projects.

Deleted: A large majority (83%) of the end-users indicate to have achieved their goals by participating in the education project, which they attribute to their ability to use and operate the computer. This demonstrates that the level of IICD’s effectiveness has increased. This finding is directly in line with one of the goals of IICD of “empowering local organizations and stakeholders to make effective use of ICT’s on their own terms”.¶
¶ Theme 1: IICD’s Effectiveness

Table 1: Suggestions for IICD to Improve its Assistance to Projects

Strategic	Technology	Operational
Implement – Experience exchange programme amongst IICD partners.	Invest in connectivity to ease connectivity problems for partners especially the rural areas.	Regular discussions with Project team members.
Give opportunities to projects to learn from those projects in other countries.	IICD should not only provide the training (technical) but also provide tools to support that training in practical.	Regular evaluation should be done to tell the project’s progress.
IICD should find ways of ensuring technological accessibility.		Project visits to assess impact and offer direction.
Employ fulltime IICD		More training to project’s

staff in Uganda not only consultants.		Managers and staff is needed.
Training be distributed to all projects under IICD		Provision of managerial training is needed
Shorten project formulation period.		Capacity building for project managers was necessary.
How can people be helped to increase accessibility to ICT and build on awareness	<p>Both Technology & Strategic points:</p> <ul style="list-style-type: none"> - More technical support - Control whole process - More technical assistance - More funds - Longer pilot time - Stakeholders to districts not through the Ministry since they are the beneficiaries. 	Provide more time for project implementation.
		Stronger follow-up of capacity building programme activities.
		Capacity building for project management and self-evaluations.

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Source: 1st Focus Group Meeting

4.2. End-users of Good Governance

4.2.1. User Profile

Asked to specify their working areas, majority indicate working in the area of good governance. The projects include District Net and Uganda Debt Network.

Regarding the kind of institution they are employed in, 50% of the respondents work in a local government and 36% in a grass-root organisation. Fifty five percent (55%) of the respondents have a position as staff member (administrative, technical or support); 11% has a position as manager/director; 21% is self-employed

The age groups are well balanced, all the different ages are participating in the good-governance projects. Sixty percent (60%) of the respondents are male with 63% living in rural areas or in a district town (36%).

Almost half has had tertiary education, while 30% has had secondary education and 23% has had primary education. The majority (59%) indicates to earn an average income while the rest (39%) indicates to earn an income below average

This picture of the users of the good governance sector is to be expected and not surprising. All the different age groups are represented, there is a reasonable gender balance although that could be improved, all respondents live up-country and most users indicate to earn an average income.

4.2.2 Level of Satisfaction

The main reason for participating in the good governance project for most of the end-users was to improve ICT skills and gain Internet access. This shows that the main focus of the end-users is technology. However about one quarter (23%) indicate to have participated in the project to improve their work, have faster information flow and ease communication, which means that they have an understanding of the higher goals of the project. This is a notable outcome of the data analyses and therefore chosen as the second theme for the Focus Group Meeting. The other reasons advanced for participating in the project include the need to fight corruption/injustice (22%) and getting reading materials (specific to members of UDN) and to improve personal livelihood (4%).

Looking specifically at the reasons why they have achieved their goals 48% indicates to have achieved their goals by participating in this project. Although the proportion that indicate improvement in work, easier communication and information exchange is small (11%).

Reasons why they have achieved their goals

1. Materials/information received – 38%
2. Fight against corruption, mobilise people to join the struggle – 30%
3. Improved my ICT skills – 22%
4. Improved my work, easier communication and information exchange – 11%

Frequency of use of the project: Respondents indicate to use the project either daily (33%) which are mostly District Net users or monthly (32%) which are mostly UDN members, hardly anyone uses the project weekly.

Type of information used: 40% indicates to use electronic information in the project; 26% indicates to use oral information; 70% indicates to use written information

Findings show that many users use written information, use of ICT for information flow is relatively low. The goal of the projects is to improve the electronic information exchange. This could be a point for improvement.

Reasons why they have not achieved their goals

1. Project not fully operational / no internet / computer not connected – 48%
2. Not enough training, lack of capacity – 21%
3. Resistance in governance to change and become transparent – 12%
4. Not aware of the project – 9%
5. People are still ignorant, there is still corruption – 9%

This indicates that the main reason why they have not achieved their goals lies with technology.

Focusing on the level of satisfaction, the services users get from the District Net project are to their satisfaction. This is really a positive aspect of the evaluation. Findings indicate that users of the District Net project are more satisfied with the

services provided (Training 63%, Manuals 58%, facilities 70% and technical support 68%). In the UDN project, members indicate to have had little training, facilities or technical support.

4.2.3. Impact

In the governance sector the highest positive impact is **awareness (53%)**. Respondents indicate that the project had broadened their horizon, had made them more aware of ICT's in decision making and has shown them opportunities in application of ICT to good governance. Awareness having the highest positive impact is a good indicator since having impact starts with creating awareness.

The positive impact on **empowerment (25%)** scores lower than awareness, if the project goals are to empower the users this could be improved. Under empowerment we understand the level of self-confidence, more influence on decision-making process, better able to help other people, improved level of computer and other skills.

The positive impact on **economic (25%)** impact also scores lower than awareness. This is to be expected, since the good governance sector is not about personal economical gain, like the livelihood sector. Under economic impact we look at the motivation to work harder, getting a better job, being more productive, fewer costs for the same work.

Remarkable is the low score of the positive impact on the **sector (20%)**. Under sector impact we understand improvement in the customisation of reports, more timely generation of reports and the transparency of the government. This could be a point for improvement.

4.2.4. Discussion of user's understanding of the project

From the data analyses it is notable that only a few end-users understand the higher goals of the project. This finding resulted into the development of a theme for

Deleted: The main reason for participation in the projects for most of the end-users was to improve on their ICT skills and gain Internet access. This shows that the main focus of the end-users is technology. However, about one quarter indicate to have participated in the project to improve their work, have faster information flow and ease communication, which implies that

discussion in the Focus Group Meeting entitled **“Users’ Understanding of the Project”**. Participants suggested ways of improving the users understanding of the higher goals of the project. It was suggested that knowledge sharing should be a responsibility of project owners i.e. the Project team members should encourage end users to utilise the ICT skills acquired.

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 Theme 2: . User’s
 Understanding of the Project¶
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Table 2: Suggestions for Improving User’s Understanding of the Higher Goals of the project.

Knowledge sharing	Project formulation	Marketing
<ul style="list-style-type: none"> - Networking - Users should display benefits from ICT - Training on role of ICT - During trainings utilize the “Action Learning strategy” - Capacity building of and for users. - IICD through project partners should organise workshops and trainings, seminars for the end users. 	<ul style="list-style-type: none"> - Involve users to project formulation and implementation. - Grassroots participatory approach - Let users own the project. - Increase access to equipments. - Do a needs survey and sensitization (as far as ICT needs are concerned) 	<ul style="list-style-type: none"> - Provide information on leaflets to new users. - Marketing instead of selling - Setting up a country programme Web portal for Uganda. - Organizing a “Projects day” or conduct” seminars about the project. - Continue with sensitization. - Clearly describing the role of ICT in the project and role of IICD in the process project by project.

Source: 1st Focus Group Meeting

4.3. End-users in Education

4.3.1. User Profile

The survey covered 197 end-users from Kyambogo-ICT basic training project and Uganda Technical Colleges-ICT’s in vocational education. Majority of the users interviewed are students (75%) and the reaming proportion teachers (15%). A large majority is between 21 and 30 years old; and the rest mostly 31 to 40. There is a significant level of gender imbalance with only 20% female and 80% male. The

reasons for this gender imbalance should be further investigated, but it could be attributed to the enrolment and retention of female students within the university and colleges.

Half of the respondents live in district towns; a quarter of the respondents live in the capital city, a quarter in the rural areas. Half indicates to earn an income below average and other half indicates to earn an average income. This could be attributed to the fact that the users are mainly students with the largest proportion unemployed.

4.3.2. Level of Satisfaction

Looking at the reasons to participate in the project, majority (75%) state the need to acquire computer skills/knowledge. This is directly in line with the goals of the ICT basic training project. However other reasons were advanced for participating in the project. These include the need to catch up with modern technology (12%), to improve academic competence (8%), to build capacity to train others (2%) and finally to prepare for future employment (2%).

Eighty three percent (83%) indicate to have achieved their goals by participating in this project. The reasons advanced for this include: able to use/operate the computer (80%), able to access information from Internet (9%), better able to do work (5%), improve standard of living (4%) and able to teach others (2%). However some users felt they had not achieved their goals by participating in this project. The reasons advanced for this include the limited facilities/computers (50%) and indicate that the course had just started (50%).

The services users get from the project are to their satisfaction. See table below.

Table 3: Level of Satisfaction by End-users in Education

Services Provided	Percentage of respondents satisfied
Handouts subject coverage	91%
Past examination papers	70%
Tutorials	81%
Examples and solutions	90%
Training and seminars	68%
Quality of information for class	90%
Relevance of information for class	87%
Level of access to the internet	62%

Source: Data from end-users in Education

About half indicate to use the project weekly (56%), 30% uses the project daily and others monthly. Looking at the type of information used, 77% uses electronic information, 52% use oral information, 65% use written information. This score of over 70% use of electronic information, is high for education projects since other forms of information use are expected and logical in the education sector.

4.3.3. Impact

As earlier mentioned, in the Education sector the highest positive impact is **awareness (88%)**. Respondents indicate the project had broadened their horizon, had made them more aware of ICT's in decision making and has shown them opportunities in application of ICT to education. This is a positive aspect of the evaluation.

The positive impact on **empowerment (58%)** scores a little lower than awareness, which is to be expected, and is still a high score. Empowerment is understood as

the level of self-confidence, more influence on decision-making process, being better able to help other people, improved level of computer and other skills.

The positive impact on **economic (39%)** impact scores quite low. This underlines the fact that the relationship between ICT and economic gain is not direct and quick like in the other 2 variables mentioned above. It is not likely for users to experience economical gain. However, 39% is not a bad score, indicating that users are motivated to work harder, expecting to get a better job, and being more productive.

Remarkable is the low score of the positive impact on the **sector (10%)**. Under sector impact we understand improvement of course materials and use of computers for other lessons or other purposes. The beneficiaries of this program may not have felt much impact in this sector, its also possible that the limitation is emphasised by the use of two indicators to only measure the sector impact, whereas the measurement should be improved in the case of education.

5. Conclusions and Recommendations

5.1. Introduction

The evaluation has three major components; an evaluation of the implementation of projects, an evaluation of good governance and education projects. 70 members from 12 project teams participated in the project implementation evaluation. The good governance evaluation was carried out in Uganda Debt Network (UDN) and District Net projects. The education evaluation was carried out in Kyambogo University and Uganda Technical Colleges (UTC's).

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Altogether 605 questionnaires were filled. Two hundred and ninety nine (299) by end-users, 70 by project team members in the phase of project implementation and 236 by participants in capacity development workshops.

The evaluation used two types of tools: a questionnaire and focus group meeting where two themes (***Theme 1: IICD's effectiveness and Theme 2: User's understanding of the project***) were discussed.

5.2. Summary of Data Analyses

The main findings of the evaluation were:

- (i) A general level of satisfaction with the provision of services by project partners.
- (ii) The main reason for the end-users' participation in the good governance project is to improve their ICT skills and gain Internet access.
- (iii) Majority of the good governance end-users indicate to have achieved their goals by participating in this project.
- (iv) An increased flow of information and materials in good-governance projects.
- (v) A large majority of the end-users indicate to have achieved their goals by participating in the education project, which they attribute to their ability to use and operate the computer.

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(vi) A high level of satisfaction with the services provided by the end-users in the education projects. The services include handouts on subject coverage, past examination papers, tutorials, examples and solutions, training and seminars, quality of information for class, relevance of information for class and level of access to the Internet.

(vii) A high level of use of electronic information in the education projects.

(viii) In the education sector the highest positive impact is awareness (88%), respondents indicate that the project broadened their horizon and made them more aware of ICT's in decision-making. This is a positive impact of the evaluation.

5.3. Analysis of theme 'end-users understanding of the project'

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The implications of these findings are firstly, that there has been limited success in promoting the "end-users understanding of the project", for participating in the good governance project. The main reason for participation in the good governance project for most of the end-users was to improve on their ICT skills and gain Internet access. This shows that the main focus of the end-users is technology. However, about one quarter indicate to have participated in the project to improve their work, have faster information flow and ease communication, which implies that only a few end-users understand the higher goals of the project. This finding resulted into the development of a theme for discussion in the Focus Group Meeting entitled "**Users' Understanding of the Project**".

Participants who included project managers, representatives of national training partners and Information Network (IN) coordinators, suggested that **knowledge sharing** should be a responsibility of project owners. For instance, Project team members should encourage end-users to utilize the ICT skills acquired. In addition, End-users should be involved in **project formulation and implementation**. And lastly, the project should be marketed to the end-users.

Recommendations on possible ways to improve the user’s understanding of the higher goals of the project

- Under knowledge sharing, the users should be made to understand what ICT can do and what it cannot do. There is need not only to clearly describe the roles of ICT in the project and role of IICD in the process but also to clearly describe the realistic outcomes because the users for instance were expecting VSAT connection.
- As regards project formulation, the users were involved during this phase but they should be more involved in project implementation (the users should own the project to ensure its sustainability). For instance the end-users should be involved in training.
- There is need for more training and sensitisation for end-users. Areas of training could include training on the role of ICT and networking.

5.4. Analyses of IICD’s effectiveness

These recommendations were made during the Focus Group Meeting and were also aimed at improving their projects. Meaning also that project teams can make certain changes in order to improve the implementation process.

- ☞ There is need to have an ideal cost effective connectivity solution.
- ☞ For District Net project: The district should have stronger ownership of the project.
- ☞ Procurement should be streamlined. A market survey should be carried out before quoting amounts to avoid over quoting or under quoting. There is need to consider the coverage as well. Quotes should be based on all districts where implementation will be rather than one as this brings shortages.
- ☞ The project proposals should be realistic-baseline data needed.
- ☞ In future there should be a longer pilot phase.
- ☞ Reports made should be distributed. There should be training/sensitisation focused on ensuring that people learn how to share documents and to increase

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 The main reason for participation in the education project for most end-users was to acquire computer skills/knowledge. This is directly in line with the goals of the ICT basic training project. Unlike the good governance project were the main focus of the end-users is technology, for the education projects, only a small proportion (12%) of the respondents indicate to catch up with modern technology as their main reason to participate in the project.¶

¶
 As has been said, a large majority (83%) of the end-users indicate to have achieved their goals by participating in the education project, which they attribute to their ability to use and operate the computer. This demonstrates that the level of IICD’s effectiveness has increased. This finding is directly in line with one of the goals of IICD of **“empowering local organizations and stakeholders to make effective use of ICT’s on their own terms”**.¶

Deleted: Recommendations:

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 The mission of IICD is to:¶
 ¶
 “Assist developing countries to realize locally owned sustainable development by harnessing the potential of information and communication technologies (ICT’s)”.¶
 ¶
 This mission compels IICD to not only assist its local stakeholders to assess the potentials uses of ICT’s in development, but also strengthen the capacities of local partners in selected countries to formulate, implement and manage development policies and projects that make use of ... [1]

openness and the benefits that accrue from these. This will cultivate a culture of sharing documents, since people are still hesitant to share documents.

- ☞ The project team should ensure that technical and managerial problems are sorted out.
- ☞ Implementation of projects should not take too long. The period between formulation and implementation should be reduced/minimised. Bureaucracy and lengthy procedures in getting approvals cause delays.
- ☞ Do not raise the expectations of end-users too high for instance promising high-speed fibre optic connection.
- ☞ The evaluations should not be carried out prematurely. These exercises should be carried out after configuration of the local area network and other network installations are still in place. Otherwise the users may not have a good understanding of how the project operates thus indicating low levels of understanding of the project. Evaluation should be carried out at a stage when all equipment has been installed and is being utilised. Even though the use of certain items such as vote books in local governments will come over time. In addition, after Internet has been installed it takes sometime before emails are sent or before it is used.
- ☞ There is need to ensure that all Internet connections and intercom (in the case of the District Net project) are working to ease information flow. Need to train staff on how to use the system (including maintenance) and also inform them in time when the system starts to work.
- ☞ The project implementation team should ensure that they assist people to understand the new information flow and communication systems in place.
- ☞ Staff leaving the organisation after end of contract should handover so that those left behind are in the know- to avoid information breakage.
- ☞ There is need to keep an inventory of equipment procured and also keep it safely so that it can be traced at all times to avoid losses.
- ☞ There is need to have a good number of technical staff – more than one so that when a minor problem occurs, they are able to rectify it quickly.

- ☞ Comprehensive training and sensitisation should include hands on training with the equipment.
- ☞ Training should cover as many staff members as possible provided this does not undermine its quality. This is to ensure achievement of project goals.
- ☞ All staff should get access to equipment.
- ☞ For the District-Net project: Promote ownership of the project by the district. Money should be transferred from the Ministry to the district, since decentralisation structures exist to reduce the layers of bureaucracy.
- ☞ Logistical support is needed to assist in distribution of reports.

Deleted: Other Recommendations: ¶ Recommendation on possible ways to improve the user's understanding of the higher goals of the project¶

<#>Under knowledge sharing, the users should be made to understand what ICT can do and what it cannot do. There is need not only to clearly describe the roles of ICT in the project and role of IICD in the process but also to clearly describe the realistic outcomes because the users for instance were expecting VSAT connection.¶

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<#>There is need for more training and sensitisation for end-users. Areas of training could include training on the role of ICT and networking.¶

APPENDIX I: PARTICIPANTS IN 1st FOCUS GROUP MEETING (FGM)

Name	Project/Organization
Deem Vermuelen	Uganda Country Manager International Institute of Communications and Development (IICD)
Neeltje Blommestein	Evaluation Specialist International Institute of Communications and Development (IICD)
Benedict Kiwanuka	Executive Director Tripartite Training Programme (TTP)
Josephine Watuulo	Coordinator Consultancy Tripartite Training Programme (TTP)
Paul Onapa	Project Partner Uganda Debt Network (UDN)
Engineer Dagada and Brenda –the District IT Officer	Project Partner District Net (Local Government)
Basil Bhosa	Project Partner Ndere Troupe (ARRIN)
Deborah Mwesigye	Project Partner Uganda Commodities Exchange (UCE)
Olaf Oraz	Project Partner Uganda Industrial Research Institute (UIRI)
Tonny Lule	Training Partner Uganda Institute for Information and Communications Technology (UICT)
Claire Sempebwa	Training Partner - Techno Brain
Elisha Wasukira	Coordinator - IN Network
Johnston Nkuuhe	Parliament of Uganda

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APPENDIX II: LIST OF CONSULTANTS

Mr. Benedict Kiwanuka	Executive Director (TTP)
Ms. Josephine Watuulo	Coordinator Consultancy (TTP)
Ms. Jenninah Kabiswa	Coordinator Social (TTP)

It was noted in the focus group discussions that there are anomalies arising from the project implementation process, which contribute to low levels of satisfaction, awareness and impact of the project.

The mission of IICD is to:

“Assist developing countries to realize locally owned sustainable development by harnessing the potential of information and communication technologies (ICT’s)”.

This mission compels IICD to not only assist its local stakeholders to assess the potentials uses of ICT’s in development, but also strengthen the capacities of local partners in selected countries to formulate, implement and manage development policies and projects that make use of ICTs.

5.5. Recommendations for IICD

Findings point to the need to strengthen IICD in several important aspects.