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The Experiment in International Living

BRATTLEBORO, VERMONT 05301, U.S.A.

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The Experiment in International Living

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April 15, 1980

Mr. Morris McDaniel
Project Officer
Africa/Development Resources
Agency for International Development
New State Office Building
321 21st Street, N.W.
Washington, D. C.

Dear Mr. McDaniel:

In accordance with the terms of Grant Agreement No. AID/afr-G-1565, I am submitting to you the attached program report on The Experiment's activities in Uganda.

The Grant Agreement stipulates that the April 15th report should be submitted to the Grant Officer, but to our knowledge we have not been informed of a replacement for Mr. James A. Anderson as Grant Officer. In view of this I am directing the report to you and to Mr. Sheldon W. Cole.

The Grant Agreement also states that the "grantee shall also submit a detailed program report by April 15, 1980 describing the progress and problems encountered, this report shall provide sufficient detail to permit evaluation of the activities supported by the grant." In regard to this, the attached report covers the field assessment and base-line studies activities in Uganda in November and December, 1979, the series of discussions with AID Africa Bureau in January and February, 1980, and the field activities in Uganda in February, March, April, 1980.

Due to the delays caused by the extended discussions in early 1980 in Washington, and the eventual working out of project agreements in the field with the Mission Chief, Charles Grader, The Experiment agreed on March 19, 1980 in Kampala, to submit detailed redesigned project plans and budgets within 90 days. These project plans and budgets, agreed upon jointly by Experiment staff and Mr. Grader in the field, are in preparation at present, and will be submitted under separate cover next week for review and approval. Training projects which were originally planned to begin in January are now being restructured in the field to conform to the changed programs.

Sincerely yours,

Donald Batchelder
Project Director

cc: Sheldon W. Cole

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REPORT

to

UNITED STATES AGENCY FOR INTERNATIONAL DEVELOPMENT

PROGRAM REPORT

UGANDA

GRANT No. AID/afr - G - 1565

April 15, 1980

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INTRODUCTION

On November 1, 1979, in accordance with the terms of Grant Agreement # AID/afr-G-1565, The Experiment in International Living submitted a report on the results of a needs assessment study performed in Uganda in July, August and September, 1979. The November report contained detailed needs assessment data gathered in over 4000 miles of travel throughout Uganda, hundreds of interviews with Ugandans from the village level to government ministries, and extensive project planning discussions. The November report also contained designs for four specific development training projects with accompanying implementation plans and budgets.

The terms of the Grant Agreement stipulate that a second report be submitted on April 15, 1980. This report consists of the following sections:

I. November 1 through December 31, 1979

Field operations and base-line studies conducted in Uganda in November and December, 1979, by The Experiment, including:

- base-line studies in each of the 4 major project areas cited in the November 1 report - Lira, Masaka, Busoga, Ngora.

- detailed project planning between the Experiment staff and Ugandan colleagues, conterparts, officials.

- liaison with appropriate ministries of the Government of Uganda.

- securing of a signed country agreement with the Ministry of Planning and Economic Development, formally requesting The Experiment's training assistance.

II. January 1 through February 12, 1980

- EIL planning discussions in the United States.
- Staff interviews and preliminary phase of staff hiring for permanent in-country training team.
- Consultation with AID regarding PL 495F funds, legal constraints, schedules, and other matters.

III. February 12 through April 15, 1980

- Experiment staff return to Uganda to explain extended delay to Uganda officials and counterpart agencies and institutions.
- Consultations with AID Mission Director, Kampala.
- Modifications of project designs and training plans to conform to AID country plan.
- Revision of project budgets to spread original grant over a two-year period.
- Efforts to reestablish momentum of remaining projects.

I. NOVEMBER 1 - DECEMBER 31, 1979 -- BASE-LINE STUDIES

The Experiment delivered its November 1st report to the Agency for International Development on that date in Washington. On November 9th, an all-staff planning meeting was held in Vermont, and on November 13, 1979, a four person development training team, made up of four members of the original needs assessment team - Richard Reid, Training Coordinator; Donald Batchelder, Director of Projects and Grants, EIL; Carol Jaenson, Consulting Anthropologist; and Remigius Kintu, Policy and Planning Consultant - returned to Uganda. The purpose of the trip was to carry out base-line studies in each of four major project areas, to secure a legal country agreement from an appropriate ministry of the Government of Uganda, and to develop specific plans for the implementation of training projects to begin the third week of January, 1980. The only constraint issued by AID was a cautionary word against starting any actual training activities in Uganda at this stage. This presented no problem, since EIL's stated intent was to begin training no earlier than January, 1980, after the November-December field trip, after further consultation with institutions and individuals in Uganda, and after further consultations with AID in Washington.

This second Uganda field trip lasted from November 13 to December 21, 1979. The following section outlines activities and visits related to the four major project areas, as well as meetings and appropriate discussions in Kampala.

A. Lira Rural Development/Small Business Project

The Experiment team made two visits to Lira/East Lango during the November-December period. The purpose of the first trip was to let the various institutions and individuals know we were back in the country, and to set the stage for a longer visit later on. During this first trip, November 23 and 24, contacts were made with Father Traversi,

Raymond Agaraoyo, and others at Fatima Teacher Training College; Vicar Yokoyadi Opolo of the Anglican Diocese; the Aloi Technical School; and the Youth Division, Ministry of Culture, Rehabilitation and Community Development, Lira. It was clear that all concerned were glad to see the EIL team, that a good deal of program planning and discussion had taken place since our round of visits in September, and that everyone was eager to examine the implementation plans and project designs which we delivered to them. Vicar Opolo agreed to coordinate field trip planning for our second visit in early December. At Fatima Teacher Training College, the team held extended conversations with Father Traversi and his staff on the BEIRD program, the use of Fatima facilities for agricultural and community development training, and as a coordinating point.

The EIL team returned to Lira December 2 through 6, 1979, and in addition to contacts with the key people in the four institutions involved in the overall program, the team made courtesy calls on the District Commissioner and the Police Commandant, and held substantive program discussions with Bishop Asili of the Catholic Diocese, and with Melchizidek Otim, the Anglican Bishop of Lira, accompanied by his assistant, the Rt. Reverend William Okodi.

Substantive meetings were held as follows:

(1) Fatima Teacher Training College: meetings with Fr. Peter Traversi, Principal; Raymond Agaraoyo, BEIRD Coordinator; John Obong-Onin, Farm Manager; and others, to discuss the BEIRD program in further detail, and to examine the exact ways in which it fits into the Fatima TTC curricu , as well as ways in which The Experiment's development training program can be of assistance. The thrust of the discussion centered around (a) the BEIRD program's basic pattern of training future teachers in agricultural methods, both theoretically and practically, through classroom exposure and actual field exposure on the school's extensive farm operation, (b) the fact that teacher-trainees are then sent out to satellite schools in the surrounding region for their

practice teaching assignments, during which they are required to initiate agricultural training projects at the satellite schools, (c) the need for follow-up and supervision by the BEIRD staff while the teacher-trainees are in the satellite schools, and the fact that the total lack of transport and sufficient staff makes follow-up difficult, if not impossible, and (d) the eventual assignment of graduates as teachers in schools of the district, where they also initiate agricultural courses and projects in connection with the schools in which they teach. These also should be followed up by BEIRD staff, if transportation exists, and if sufficient staff is available.

The Experiment's plan, agreed upon in discussions with the Fatima Teacher Training College staff, would be to support the salaries of a horticulturist, a livestock-poultry specialist, and a tool-making artisan skilled both in rural metalwork, and the maintenance, making and creation of tools and implements. As part of the overall Lira/East Lango project, these specialists would be available to assist other project efforts within the district with training expertise. Additional projects discussed included the start of a pilot poultry feed project to begin the reestablishment of the once successful poultry industry in the area, and at the same time to assist in the establishment of an incubator facility for the production of chicks. In addition, the Fatima staff expressed interest in providing assistance and training for female P-7 school leavers through the start-up of a tailoring-seamstress course for girls in nearby Aduku, to be run by Sister Veronica from the Goretti Girls' School. The dicussion centered on starting a course for approximately twenty young women at some unspecified time in 1980, after the training programs in Lira/East Lango had been started. The importance of the proposal centers on the expressed need for training options for young women, since almost all vocational training programs and other vocational options for girls and young women had been done away with in the past few years.

(2) <u>Lira Youth Division, Ministry of Culture, Rehabilitation and Community Development</u>: Through arrangements made by Vicar Yokoyadi Opolo, Chairman of the Lira Development Committee, The Experiment

staff team spent two full days visiting youth projects and other projects in both the Lira and the Apac Districts. On the first day, with Vicar Opolo, Akelo Akera- Senior Youth Assistant, and Godwin Acila-Youth Leader, seven projects were visited, including a leather-working shop for the disabled, a small self-help church construction project, a brick-making site, a one-room carpentry shop, a BEIRD satellite school at Ireda, a BEIRD satellite school at Ogur, and a training farm for the disabled. Each of these projects was under way to some extent, but all were in a state of disarray and in need of coordination, training inputs, staff support and skills development. On the following day, accompanied by Richard Ongom-Odell, Apac District Youth Organizer, the team had meetings with the Apac District Commissioner, who offered us local quarters and training space if needed, a meeting with the local UNLF Representative, and participated in a large meeting with UNLF parish representatives. In addition, the team visited a women's Growers' group at Aboka, and visited two other rural development project sites in villages along the load to Aloro.

Other meetings included discussions with the Community Development Ministry local representatives in Lira regarding women's programs, and programming in general for adults and youth in the district.

At a concluding meeting on the final day of the visit, with all the Youth Division staff in attendance, it was agreed that they would identify candidates for three key trainer positions, in fields of their choosing, including a mixture of technical skills and community development generalist skills. The Experiment staff would assist in the final selection process in January upon return to Uganda. A further item of discussion was centered on the need for transport, but since the costs of vehicle purchase and operation are prohibitive, the possibility of supporting at least part of the purchase price of project-related bicycles was considered, and will be discussed further in January.

(3) Christian Rural Service Worker program for the Anglican Diocese: During the two visits to Lira, several discussions were held with

Vicar Opolo regarding the possibility of providing training and staff support for the rural development workers in the CRS program. These matters were also discussed at some length with Bishop Melchizidek Otim and his assistant, the Rt. Reverend William Okodi. There are currently two CRS workers operative in the district, each covering seven different villages.

As described in the November report, the CRS workers need training, skills development, coordination and support in order to improve the effectiveness of their potentially high-gain program efforts. In addition, there is an expressed need for several more Christian Rural Service workers to carry the program to other parishes and sub-parishes in the district. The focus of the program is on three main groups: Women's Groups, Self-Help Groups, and Young Farmers' Groups. These are in complete harmony with other elements of the overall Lira/Lango project, and following this set of visits to Lira, The Experiment team confirmed its intention to follow through by supporting two CRS program coordinators, one male and one female, and six additional Christian Rural Service workers.

It should be pointed out that Vicar Yokoyadi Opolo, who is the Chairman of the Lira Development Committee, and his colleagues in the Anglican Diocese, work very closely with the other development-minded people in the district, particularly the Youth Division of the Ministry of Culture, Rehabilitation and Community Development. The village-level programs of these two institutions have parallel aims, and share many elements in common, including the need for additional staff, the training of trainers, overall program design and coordination assistance, and technical help in specific fields. In this collaborative setting, there is a high likelihood that technical skills, talents and resources, and overall training assistance will be beneficial to both groups, and will be broadly shared, both at the district level in Lira and Apac, and in the villages and parishes where the actual village-level programs will take place. These institutions in turn will be able to draw upon the technical skills

and training assistance available through the Fatima Teacher Training College and its BEIRD program, and the technical resources of the Aloi Technical School.

(4) Aloi Technical School: Further discussions were held at the Aloi Technical School regarding the plan to add one carpentry-joinery specialist and one small business-accounting instructor to the staff of the school, and to introduce a small business-accounting component into the curriculum. The purpose is to prepare the students for business careers, and to strengthen the overall curriculum of the school. The Aloi Technical School is under the guidance of Fr. Traversi of Fatima Teacher Training College, and Bishop Asili of Lira, who expressed to the team from The Experiment their concern over the capacity of Brother Julius Onyao, the current Headmaster, to manage the intricacies of new curriculum development and more complex leadership of an enhanced faculty, given his current level of training. At the time of the December visit, Fr. Traversi and the Bishop were discussing the possibility of sending Brother Julius Onyao for further management training, while replacing him with a Headmaster more highly skilled in organization and management. They mentioned this in the context of creating the best possible environment and circumstances for the success of the new program, and their suggestion was viewed as evidence of their strong interest in The Experiment's program in Lira.

Summary

The Lira/East Lango Rural Development and Small Business Project is a complex and challenging undertaking, yet the institutions involved are development-minded, optimistic, and very cooperative. The discussions which went on between our visits, and during the two visits covered by this report indicate considerable willingness and readiness to participate fully in the development training process.

The mutual understanding at the end of the November-December visits

was that The Experiment would return in January, 1980, with one or two training staff specialists, who would work directly with the four institutions involved in establishing the development training projects outlined in the November report. (A) The Experiment would support the BEIRD program at Fatima Teacher Training College and its outreach work to the satellite schools by supporting the salaries of a horticulturist, a poultry-livestock specialist, and a tool-making artisan. If possible, also associated with Fatima and BEIRD, The Experiment would help with the creation of a vocational training program for female school leavers at Aduku. (B) The Experiment would support three principal trainers for the Lira Youth Division, Ministry of Culture, Rehabilitation and Community Development. (C) The Experiment would support one male and one female coordinator for the Christian Rural Service worker program of the Anglican Diocese, and would support six additional CRS workers in the field. (D) The Experiment would support the addition of one cabinet-making and joinery specialist, and one accounting/business management trainer to the faculty of the Aloi Technical School.

B. Masaka Construction Enterprise Training Project

The Experiment team spent two days in Masaka, December 8 and 9, and visited construction projects related to the project again on December 15. The initial discussions of this project and the relevant details are contained in the November report. Subsequent to that report, meetings were held in the United States with two key officials of the Bannakaroli Brothers Center, Brother Leandro, Headmaster, Secondary School, Kiteredde, and Brother Emiliano, Superior General, Bannakaroli Brothers Center, Kiteredde, during which detailed plans for the project were discussed.

During the November-December project visits, lengthy planning discussions were held with the Brothers, and Brother Cosma took the team on site visits to several construction projects ranging from

the blueprint stage to actual completion. Projects were inspected in Kakoma, Kifukamiza and Kalisizo. These ranged in style from quality construction with local materials at low cost for individual dwellings, to large commercial buildings and schools. The team members had opportunities to talk with students and several members of Brother Cosma's Kyotera construction team, and to learn first-hand about mud brick construction, training methods, organization, and needs.

On December 15, the team met Brother Cosma at Ggaba on the outskirts of Kampala to inspect two other brick-making and construction projects in which he is training young men in all forms of house and building construction, ranging from traditional Ugandan architecture to advanced stonemasonry.

The net result of these visits and meetings were a confirmation of the basic plans established earlier. This includes the training of 25 male school leavers in a six-month course covering mud-brick construction, brickmaking, brick-laying and stonemasonry, to be started in April, 1980. The course work would include business management units, and course elements leading up to the formation of small-business enterprises in the construction field. These firms would be made up of alumni of the Bannakaroli Training Center, and graduate trainees from this new training program. A revolving project loan fund would be established to aid the graduates in starting their operations.

The length of the construction course remains at six months. The course will include: building design, traditional construction (reed, poles and mud), brick and block making, bricklaying, roofing, and direct experience with on-the-job building construction practice. The business management course components will include: job planning, skills in estimating costs, time-frames and materials, basic accounting, management, decision-making, problem-solving. The first set of trainees would begin training in June, 1980, and the first small enterprise construction firm would be ready to go into business by December, 1980. Those trainees identified as being well-qualified for

membership in the small enterprise firm will be given special management skills training for the second half of the six-month training cycle.

One of the initial steps in the process will be the construction of an open-sided shelter to serve as the center for instruction. The Experiment will provide a Technical Consultant to the project in April, 1980, specifically to assist in project documentation, course content and preparation, equipment procurement, staff recruitment, site construction and trainee selection.

Summary

The area of southwestern Uganda was heavily damaged by the recent war, and a great deal of low-cost construction is necessary. Two apprentice teams from the Bannakaroli Center are already at work in building construction, demonstrating the need for trained general builders, brick makers, masons, roofers, framers and other skilled workers. Further studies will be carried out when The Experiment staff returns to Uganda, but the scarcity of trained builders, combined with the extensive damage of the war, indicates that there will be ample employment opportunities for the graduates of this program immediately upon completion of course work and for the foreseeable future.

The mutual understanding at the end of the November-December field visits was that The Experiment would proceed with the development of the project in cooperation with the Bannakaroli Brothers upon return to Uganda in January, and that a Technical Consultant would be brought to Uganda to help with curriculum design and planning, in cooperation with the Bannakaroli Brothers and the EIL staff. The proposed April start-up date for the program will provide additional time in January and February for continuing planning and refinement.

C. Busoga Rural Development Training Project

The Experiment team visited Busoga Province from December 11 to 15, during which visits were made to parishes and sub-parishes throughout the province, including Kamuli, Nanulikya, Naminange, Ikulwe, Bukanga, Kaluba, and Busimo. The team travelled with Bishop Cyprian Bamwoze, and the purpose was to see as much as possible of health care facilities, potential training sites, agricultural training centers, BEIRD centers, maternity centers, rural development projects and various other enterprises, all linked to the basic Busoga Rural Development Program. The team was accompanied by agricultural specialists, youth workers, archdeacons and others, and attended development planning meetings with as many as 150 to 200 people at each stop. The turn-out in each location provided concrete evidence of the Bishop's standing and power among rural people. If one accepts the basic definition of a leader as one who has followers, then there is no question about Bishop Bamwoze's stature as a leader. In addition, he understands development and is a great teacher. He discoursed to these audiences about rural development, the importance of women and youth, the diocesan development plan and their roles in it, reliance on local talents and resources, self-help, nutrition, and community cooperation. The audiences in each locale contained Moslems, Catholics and Protestants, and the basic development committees in each locale had representatives from all three religious groups, as well as women and youth.

It is clear from these visits that a high level of enthusiasm and readiness and a basic people network exists in the parishes and sub-parishes of Busoga Province. The Bishop and his co-workers have established the beginnings of the kind of momentum and structure which will allow development to take place, and a modest addition of external assistance in the form of training resources and support would lead to the creation of networks of trained village-level health workers extending out into the sub-parishes from each of the aid stations which the EIL team visited.

A good training site was inspected at Naminange, where a primary school has several good outbuildings, one of which is an unfinished structure which the Bishop and his colleagues have ear-marked for the training project. Another excellent training site is the Ikulwe Farm Institute, currently not functioning because of looted facilities and the lack of water. The institute, with some refurbishing, would be an ideal training center. It is located on 230 acres of good farm land, has a large assembly hall, a classroom, an administrative space which has facilities for movie projection, and dormitory space for 32 students. The EIL team met with John Bagonzi, the Farm Manager, and Ms. Florence Kanseka, who directs the home economics program. When operating at normal capacity, the Institute offers general agricultural courses, as well as specialized courses in poultry farming, vegetable cultivation, cocoa yams, bananas and coffee. The home economics program includes child care, cookery, home management, nutrition, vegetable growing, sewing, food preservation, and diet planning. Approximately one-sixth of the land is under cultivation at present.

The team visited the aid post in Kaluba, which is staffed by one Medical Assistant and four other staff, including a midwife, who performs examinations only. All deliveries are done at the Iganga maternity center. They see about 30 patients per day.

The team visited the Kaluba farm project, where the Church owns about 4000 acres of land which the parishioners have recently begun to clear and develop. Currently, they are growing maize, bananas, beans and pineapples, and were chided by the Bishop for not growing vegetable protein crops such as soya and ground nuts. The main ailments frequently seen at the small clinic are sleeping sickness, tetanus, kwashiorkor and veneral disease, which is similar to the lists provided in other parishes, with the addition of measles and malnutrition.

The team visited Busimo, a remote village about 15 miles from Iganga, and encountered impressive examples of locally initiated and controlled projects. The town has a "soap factory" consisting of a series of large oil drums in which they turn out 400 bars of blue soap per week. These are sold locally, in Jinja, and as far away as the markets in Kla and Mbale for 35 shillings each. The clinic and maternity center were also visited. The clinic is a two room circular structure with a thatched roof. The maternity center is slightly larger with three rooms. It is staffed by two mid-wives and a male nurse, and has very little in the way of equipment and facilities. A new clinic and maternity center is under construction as a community project. The land was donated by a private individual; the architect and building supervisor is a Muslim; labor is being contributed by Protestants, Catholics, atheists and Muslims, and all materials except the nails are from local sources.

Aid stations and clinics were visited in Kamuli, Nanulikya, Naminange and Bukanga as well.

Summary

The final day of discussion with Bishop Bamwoze on December 17 took place in Jinja. The meeting included The Experiment team, Bishop Bamwoze, and a prominent poultry farmer from Naminage, Mr. Kaisa, who offered his help in starting a poultry feed operation upon our return in January. The mutual understanding at the end of this meeting was that The Experiment would provide salary support for one nursing sister, whose function would be to upgrade the quality of the aid stations serving as centers for Volunteer Health Worker networks, and seven specialist trainers in (1) home economics and nutrition, (2) potable water, (3) poultry raising, (4) gardening

and horticulture, (5) mother-child health care, (6) environmental sanitation and home improvement, and (7) youth organization. Candidates for these positions would be chosen by the Bishop and his team with a view to their ability to work effectively with women. At least three of the trainers would be women. It was agreed that after a selection and planning retreat in mid-February, Ugandan training staff would be hired and salaries would begin. Training projects would begin approximately March 15. The first group of 25 Volunteer Health Worker trainees would be selected in January by a rural development committee in a sub-parish to be selected by the Bishop and his staff. Each trainee would eventually have the task of covering fifty households. The Experiment would plan to subsidize the first year salaries of the 25 VHWs, at a cost of approximately $12,000. Project office space in Jinja and the housing space for the American Training Coordinator would be the responsibility of the Bishop.

D. Ngora Primary Health Services and Rural Integrated Development Project

The Experiment team made two trips to Ngora during the November-December base-line study phase. The first trip on November 25 was for the purpose of letting the staff of the Ngora Medical Complex know we were back in Uganda, and to set the stage for a longer visit the following week. Extended discussions were held with Dr. Stephen Ecookit and Dr. Moses Ejumu regarding the contents of the November report which were shared with them, and both sides expressed willingness and readiness to go forward with the project.

The team returned to Ngora on November 28 and spent 4 full days exploring the hospital complex, the town of Ngora, and the three surrounding South Teso counties of Ngora, Bukedea and Kumi, and discussing the project.

The primary focus of the visit was to conduct base-line studies of the health delivery system and health conditions in South Teso. One other institutional visit was the St. Aloysius Teacher Training College and its Principal, Martin Obbo, where a health education training program for the 220 teacher trainees enrolled in the school was discussed. This element of the proposed project relates directly to the school screening component of the overall project, in which teachers would be trained to provide basic screening of the youngsters in their classes on a regular basis.

Visits were made by the team, accompanied by Dr. Ecookit and staff of the Ngora Medical Complex, to dispensaries and sub-dispensaries in the following towns: Mkongoro, Kanyum, Kidongole, Kachumbala, Koliri, Bukedea, Nyiro, Kumi, Kapiri, Mukura, Ongino and Malera. In each town the team talked with elected officials at the sub-county headquarters, to inform them of the project plans and the reasons for our presence, and then visited the local health facilities.

The similarity of facilities and conditions in many of the sub-dispensaries indicates that a general picture of the sub-dispensary visits can offer an accurate portrayal. The sub-dispensaries are built upon similar lines: three basic rooms and a large verandah, usually within sight of the sub-county office buildings. The interior consists of a good-sized admitting and consultation room, an examination room, and one room where drugs and supplies are kept, in some cases with a lockable closet. The buildings are quite neat, generally attractive, sparsely furnished with plain wood benches, a table or two and little else. Each is staffed by a male or female Nursing Aide, which is roughly equivalent to a Licensed Practical Nurse in the United States.

Each staff in all the sub-dispensaries visited told essentially the same story. They see from 150 to 200 patients per day, and as many as 300 per day when they have drugs and medicines in stock. The common ailments are malaria, measles, whooping cough, respiratory ailments, venereal disease, some chicken pox, some cases of small pox, and a great deal of diarrhea and intestinal ailments. Drugs come once a month from the District Medical Office, and the Nursing Aides admitted that they generally run out of drugs by the second or third week of the month, particularly Aralen. In most of the sub-dispensaries, the total drug supply on hand at the time of our visits in late November would fit on this sheet of paper.

There has been no systemic vaccination or immunization program since the Ngora Hospital's Mobile Clinic stopped functioning several months earlier. The Mobile Clinic regularly visited each sub-dispensary on a once-per-month schedule, posted four months in advance. Primary foci for the Mobile Clinic were immunizations for pre-school children and examinations for pregnant women. The procedure, when the Mobile Clinic was is operation, was for the Mobile Clinic staff to hold office hours in the sub-dispensary on the appointed day, and then to make a round of visits to all the schools in the area. It was clear from the reactions of the sub-dispensary staff people with whom

the team talked, that a resumption of the Mobile Clinic facility would be greatly appreciated by the sub-dispensaries, and by the villagers. It is clear that a Mobile Clinic operation could not only serve the basic functions mentioned, but could also feed into broader applications such as community health education, preventive measures, and in-service training for health workers.

We found the Nursing Aides to be competent, dedicated people. Many of them had been on the job for from 7 to 10 years. In view of the numbers of people who report to the sub-dispensaries for assistance, it is clear that public acceptance exists, that there is a basic health infrastructure, and that there are widespread health problems in the South Teso area. The staff people seem to operate on a fairly modest skill level, and are hindered by an inadequate drug supply. They have no in-service training workshops or follow-up training available, and appear to perform a basic service of passing out drugs when they are available, but have little or no impact on larger issues of community health or family health. The team members read a recent directive from the District Medical Officer ordering all dispensaries and sub-dispensaries to give thirty-minute health talks to the out-patients, but there were no guidelines regarding topics, sequence and priorities, or background papers on content for presentations on nutrition, child care, or domestic hygiene, and the team received the impression that although the DMO's directive was a positive idea, the staff people did not know where to begin.

In Bukedea, The Experiment team visited a full-scale dispensary, a large establishment run by an impressive Senior Medical Assistant, Mr. G. E. Mukalu, who has been a Medical Assistant for 20 years. The dispensary has a maternity wing, a section for post-partum mothers and babies, another room for special patients, and a drug and refrigerator room. Another building has 18 beds for females in one end and 10 beds for male patients in the other. There is a small side ward for infectious disease cases. The general appearance is very tattered and ragged, with poor mattresses, dingy bedding, worn out equipment,

blood-stained mats due to the total lack of waterproof material for covers. Deliveries are performed by mid-wives, and complicated cases are sent to Atatur Hospital on the Kumi Road. The facility delivers from 30 to 60 babies per month. The staff consists of Mukalu, three mid-wives, one female Assistant Health Visitor, one Medical Assistant, one Enrolled Nurse, three male Nursing Aides, five female Nursing Aides, and a variety of sweepers and caretakers. There is no laboratory assistant because no housing space is available. Mr. Mukalu states that the Bukedea Dispensary should have a full-time physician, since it is set up as a full-scale hospital, but the physicians are not available. Water is carried from a source 500 yards away.

Other visits included the Kumi District Headquarters, where the team talked with the District Treasurer, Edson Olokam, who is also Chairman of the Ngora Hospital Executive Committee, and left with him a copy of the Ngora project implementation plan. At Ongino the team visited a hospital which specializes in leprosy control, and which conducts training programs for leprosy assistants. The team also visited Kobuin and talked with four members of a health visitor's team, whose work had been funded by an earlier Oxfam grant, and who had been trained and supervised by staff members of the Ngora Hospital. These young men make village rounds by bicycle or on foot. visiting ten to fifteen compounds per day, providing basic health education information. They try to visit each compound at least once per month. They reported that the Mobile Clinic is sorely missed by the villagers, particularly by the mothers who would like to have their children seen and immunized. These health visitors were selected by the sub-county chiefs of their local communities. They participated in a three-week training course at Ngora Hospital, which included anatomy and physiology, first aid, water supply protection, environmental sanitation, nutrition, record keeping, and the use of elementary medical instruments. They expressed a desire for in-service training and refresher courses. They represent the beginnings of a potentially worthwhile Community Health Program which The Experiment and the Ngora Hospital Complex hope to improve and expand.

Further talks were held on training design and course content with three of the people who had been involved in the training course work for the health visitors: Medical Assistant John Isanga, Assistant Health Visitor Jessica Balwanyi, who also directed the Mobile Clinic operation, and Emmanuel Odele, Hospital Secretary.

Summary

It appears that a basic infrastructure for a health services project exists in South Teso. Communications and travel to and from the various communities pose little problem, even during the rainy season. Settlements are connected by passable roads, and health visitors and Mobile Clinic vehicles can get through.

There appears to be no shortage of physical training facilities. Every community has at least one primary school, and many have three or four. Each sub-county headquarters has one or more community buildings, and open-air, roofed halls where court sessions are held, which could be used for meetings and training sessions.

There is considerable enthusiasm and readiness for the project, as well as support, among villagers, health workers, community leaders and elected officials.

The Ngora Medical Complex and its staff are very highly regarded throughout the South Teso District, and work closely with all the administrative and health-related entities of the area.

There is unquesionably a need for improved health services in the region.

The Anglican Bishop of Teso and Karamoja, Gireson Ilukor, supports the project, and offered the use of a three room 50' x 15' brick and stucco building on the Ngora Hospital grounds for a project office and headquarters.

As of December 1st, the mutual understanding was that The Experiment would return in late January to begin the project. The Experiment would provide on American Training Coordinator, probably a person with a public health training background. The Experiment would, beginning in February, 1980, support the salaries of (a) four Ugandan training staff specializing respectively in nutrition, environmental sanitation, early childhood diseases, and the various fields covered by an Assistant Health Visitor; (b) one or two Ugandan mid-wives; (c) a poultry feed specialist to begin the production in the region for protein sources; (d) a secretary, a bookkeeper, a driver/mechanic/maintenance man, a messenger, all four to work directly with the project office. In addition, The Experiment would support the salaries of one additional Medical Assistant and one Health Visitor to supplement the Ngora Hospital staff.

E. Meetings in Nairobi, Kampala and Entebbe, November and December, 1979.

During the November-December period, Experiment staff held a number of meetings with various people and agencies concerned with the project, and with development training in general. Particular attention was paid to liaison with appropriate Ministries of the Government of Uganda, and every effort was made to report fully to them on Experiment team discussions and plans which related to their particular constituencies and areas of responsibility.

The major portion of time in Uganda during November and December was devoted to field visits to specific project areas in East Lango, South Teso, Busoga and the Masaka-Kiterrede area, but the following section lists the principal meetings and briefly sketches the purpose of each.

Nairobi, November 15 and 16, 1979

Ray Love, AID/REDSO, Nairobi. Mr. Love reported on the recent meeting in Europe in which Ugandan officials made a presentation regarding the country's reconstruction needs. The Experiment team shared its plans for return to Uganda, and was given information regarding the possible time schedule for the arrival of the AID Mission Director in Kampala.

Fr. Emmanuel Kibirige, Catholic Archdiocese Cooperatives Representative, Africa Conference of Savings and Credit Associations (ACOSCA), Kampala and Nairobi. Discussion of project implementation plans, and Fr. Kibirige's willingness to serve on a Uganda Advisory Board for The Experiment's development training projects.

Other discussions in Nairobi were held with Dan Roth, CARE Director, Dr. James Sheffield, Ford Foundation Consultant, and with Oxfam and the Mennonite Central Committee.

Kampala, November 21 - 23, 1979

Donn Weaver, Consular Officer, U.S. Embassy, Kampala. Purpose: to let Mr. Weaver know we were back in Uganda, and to share our travel plans within Uganda with him. He in turn briefed us on the current situation in Uganda.

Peter Reitz, Director, CARE, Uganda. Purpose: to bring Mr. Reitz up to date on The Experiment's project implementation plans, and to share information in general.

Kampala, November 26 - 27, 1979

Dr. Josephine Namboze, Executive Director, Uganda Commission, International Year of the Child. Purpose: to share project implementation plans and to seek Dr. Namboze's assistance in arranging for meetings with the Ministry of Health.

Joseph Magoba, Secretary General, Uganda National Commission for UNESCO. Purpose: to share project plans, and to consult on appropriate steps to be taken in reference to securing a country agreement letter.

A.M. Ogola, Permanent Secretary, Ministry of Planning. Purpose: to share complete project documentation and information and to request that the Ministry of Planning serve as parent Ministry for the project.

Frank Gasasira, Permanent Secretary, Ministry of Regional Administration. Purpose: to share complete project documentation and information with Mr. Gasasira, to inform him of the areas of the country in which we were travelling and working, and to ask for his support. He agreed to forward letters from his office to each of the District Commissioners in the districts concerned, warmly supported the basic project concepts, and was particularly interested in the amount of detailed homework and field work performed to date.

Donn Weaver, Consular Officer, U.S. Embassy, Kampala. Purpose: to inform Mr. Weaver of our travel plans within Uganda, and to leave with him a memo and a copy of The Experiment's November report for Mr. Grader.

Kampala, December 6, 1979

Dr. Josephine Namboze. Purpose: further discussion of health planning, and coordination of dates for meetings with the Ministry of Health.

A.M. Oyola, Permanent Secretary, Ministry of Planning. Purpose: to check on progress of the official Government of Uganda request letter, and were informed that it would be ready the following week.

Kampala, December 7, 1979

Ministry of Culture, Rehabilitation and Community Development. Purpose: to establish a specific date for a meeting with Jonas Asedri, Permanent Secretary. Date was set for December 14.

John Baptist Chemba, Director, Kampala Technicians Cooperative. Purpose: to discuss plans for assisting the KTC in working toward a school desk building project with CARE/Uganda, and to develop preliminary plans for training projects associated with the Cooperative.

Mr. Zak Kalega, Director of Mengo Hospital, Kampala, and Uganda Protestant Medical Bureau. Purpose: to inform Mr. Kalega of The Experiment's project plans, particularly in the primary health services field in Ngora and Busoga, and to share project implementation plans with him.

Uganda Catholic Medical Bureau. Purpose: to inform the bureau of project plans, to share implementation plan documents.

Kampala, December 10, 1979

Dr. Josephine Namboze. Purpose: Luncheon at Dr. Namboze's home at the University, with Dr. Namboze and her husband, also a physician. Discussion of health and medical issues in Uganda, project plans, and the critical need for health delivery systems in the city and in the rural areas.

Cardinal Emmanuel Nsubuga, Archdiocese of Kampala. Purpose: Courtesy call to deliver project implementation plans and to discuss development training projects in Uganda.

U.S. Embassy, Kampala. Purpose: to leave messages for Hunter Farnham and Chuck Grader, who were scheduled to arrive December 13 while EIL team was on the road.

Peter Reitz, Director, CARE. Purpose: to discuss school desk building project in conjunction with the Kampala Technicians Cooperative.

Marjorie Ddungu, Senior Education Officer, Ministry of Culture, Rehabilitation, and Community Development. Purpose: report on field visits to Ministry-related people, project plans.

Beatrice Kabatabazi, Acting Secretary General, Uganda National Council of Women. Purpose: to discuss women's programs in Lira, Busoga, Ngora areas, and to report on progress of project planning, base-line studies.

John Baptist Chemba and Sylvester Waswa, Kampala Technicians Cooperative. Purpose: further discussions of KTC project plans vis-a-vis CARE school desk building project, and to arrange appropriate introductions with CARE staff.

Kampala, December 13, 1979

A.M. Ogola, Permanent Secretary, Ministry of Planning. Purpose: to discuss country agreement letter.

John Baptist Chemba, Kampala Technicians Cooperative. Purpose: to schedule a meeting with CARE Director, Friday, December 14.

U.S. Embassy, Kampala. Purpose: attempt to see Hunter Farnham and Chuck Grader, who had been to Kampala but had to return to Nairobi.

A.M. Ogola, Permanent Secretary, Ministry of Planning. Purpose: a second visit for further consultations regarding country agreement letter.

Entebbe, December 14, 1979

Dr. Mawejji-Bakoja, Ministry of Health. Purpose: to discuss health related training projects in Ngora and Busoga, and to share project plans with him. He in turn asked The Experiment team to consider initiating health programs in two other isolated areas, Kayunga and Rutete, both Ministry pilot sites, as is Ngora, for primary health delivery.

Kampala, December 14, 1979

Charles Kiyengo, Managing Director, Kampala Cooperative Savings and Credit Society. Purpose: to discuss plans for training credit union organizers for the rural areas of Uganda, and to lay out for Mr. Kiyengo the kind of issues and questions which need to be addressed in drawing up the basic plans for a training project. Mr. Kiyengo arranged to meet with the team the following day to discuss matters further.

Jonas Asedri, Permanent Secretary, Ministry of Culture, Rehabilitation and Community Development. Purpose: to share project plans with Mr. Asedri, to solicit his views and support for the training projects, particularly those in Lira and Apac which are directly related to his Ministry. He particularly liked the idea of cooperation between groups such as CRS, Aloi, Fatima and the Youth Division. He stated that he would be very pleased to have one of his people on a Uganda Advisory Board, representing various skill sectors in support of development training programs.

Marjorie Ddungu, Senior Education Officer, Ministry of Culture, Rehabilitation and Community Development. Purpose: to report on project plans and progress, and to make arrangements for further discussions on The Experiment team's return in January.

John Baptist Chemba, Kampala Technicians Cooperative. Purpose: to take John Baptist to meet Peter Reitz, CARE Director, and to assist with discussion of school desk building project. Mr. Reitz had a model of one of the UNESCO-style desks trucked over to the KTC on Sixth Street in the Industrial Area, and asked John Baptist to build a duplicate of it and to return with cost estimates for building a quantity of desks.

A.M. Ogola, Permanent Secretary, Ministry of Planning. Purpose: delivery of official Government of Uganda request letter, naming the Ministry of Planning and Economic Development as the central Experiment contact point within the Government of Uganda, and calling for EIL training assistance in the specific sectors called for in EIL's project plans.

Kampala, December 15, 1979

John Baptist Chemba, Kampala Technicians Cooperative. Purpose: further discussion of the desk buildng project.

Brother Cosma, Bannakaroli Brothers, Ggaba Teacher Training College. Purpose: to visit two brick-making and construction training sites in Ggaba, and to discuss future plans for the Masaka training project.

Charles Kiyengo, Managing Director, Kampala Cooperative Savings and Credit Society. Purpose: detailed discussion of possible training program for credit union organizers, resulting in plan for Experiment staff to write up a project design based on information available to date, and to use this as a basis for further discussion upon return in January.

Kampala, December 16, 1979

A.M. Ogola, Permanent Secretary, Ministry of Planning. Purpose: luncheon at Ogola home to meet neighbors and friends, and to discuss training projects in further detail.

Mark Ofwono, Permanent Secretary, Ministry of External Affairs. Purpose: discussion of Experiment project plans, development training.

On December 17, 1979, the EIL team left Kampala for meetings in Jinja, and then proceeded on to Nairobi on December 18th. Our field trips and other activities had never enabled us to see the AID Mission Director in Kampala, although we repeatedly tried to do so. One member of the team talked with him over the telephone from Nairobi to Kampala after we reached Nairobi. He suggested that we talk with one of his incoming staff consultants, Richard Shortlidge, in Washington prior to his travel to Uganda, and we agreed to do so. We sent a xerox copy of the country agreement letter to Mr. Grader from Nairobi. The two days in Nairobi were spent in making technical, vehicle and other arrangements for the team's return in January, and we left Nairobi for the United States on December 20th.

Summary

The purposes of the November-December trip were to secure a country agreement letter, to perform base-line studies in each of four major project areas, to carry out detailed planning with Ugandan colleagues and institutions, and to carry out liaison with appropriate Government of Uganda Ministries. Each of these objectives was accomplished.

The overall results of the November-December trip can be summarized briefly as follows. The first field visits in July, August and September, 1979, impressed The Experiment team with the clear needs of Uganda for concrete support in many areas, and in many sectors of activity, some of which were clearly beyond the scope of The Experiment, such as transport, the regeneration of the economic structure of the whole country, and many others. It was equally clear that there were specific project areas where a private voluntary agency like The Experiment, with a solid background in training and overseas development activity, could not only be useful, but could respond quickly to demonstrate to Ugandans that effective American support was forthcoming. It was on this basis that the original project designs and implementation plans were formed. The Experiment team had identified strong, surviving institutions, and areas for project activity, and the prospects for good development training programs were excellent.

It was a pleasant discovery, since we were prepared for disappointment, to learn in the November and December field visits that we had not overdrawn the case, that the institutions and project plans were more realistic than we had hoped, that considerable intelligent planning and work had been performed by Ugandan colleagues in our absence, and that the stage was set for excellent project activity to begin in January, both in the rural areas of Busoga, Masaka, Lira and Ngora, and in the ministries of the Government of Uganda as well. None of the members of the EIL team, in years of development and training work in Africa,

Asia, and Latin America, had ever encountered an equivalent situation where both the understanding of and readiness for development training existed to the extent that they did in Uganda, despite a setting in which all systems were essentially in disarray or non-existent. The genuine interest, receptivity, and the high quality of the people involved augured well for outstanding productivity and results when the program moved into its training start-up phase in January, 1980.

II. JANUARY 1, 1980 THROUGH FEBRUARY 12, 1980

This section deals with EIL project planning, staff interviews, consultations with AID/Washington regarding project implementation in Uganda, and other activities in early 1980.

Beginning on January 4, 1980, EIL Uganda team members and senior EIL staff carried out a series of planning meetings and project discussions in Vermont. Reid and Batchelder briefed headquarters staff on field developments in Uganda, and the latter brought field staff up to date on events related to the project in the United States, including preliminary staff interviews for field staff positions, and Gochenour visits to AID/Washington on December 4 (James Anderson) and December 5 (Sheldon Cole and Morris McDaniel).

January 7 - 8, 1980. EIL conducted formal interviews with five prospective field staff candidates in Vermont. Each had been invited to the interviews in conjunction with a specific project assignment in Uganda, and all were prepared to depart for Uganda to begin work in late January or early February, once all project consultations with AID had been completed. Gochenour, Reid and Batchelder were scheduled to go to Washington January 10 and 11 for project discussions with staff of the AID Africa Bureau.

January 10, 1980. Reid, Gochenour and Batchelder met with Richard Shortlidge and James Hoxeng, as requested by Chuck Grader, both of whom were preparing to go to Uganda as short-term consultants under USAID Mission Chief Grader to assist in the development of an overall country plan.

January 11, 1980. Reid, Gochenour and Batchelder met with Sheldon Cole, Morris McDaniel, Alex Newton, Jerry Patterson and George Corinaldi of the USAID Africa Bureau to discuss issues related to

the use of 495F funds for training within Uganda, the general belief in the Africa Bureau that EIL's November 1st report did not constitute a manpower needs assessment, that EIL's long-term project plans must be thoroughly reviewed by the USAID Mission Chief in Uganda to ascertain the extent to which they conform to the mission program being developed at that time, and that EIL's plans in general were not in conformity to the grant agreement. The discussion ranged over a number of valid issues which needed clarification, such as the precise definition of the appropriate use of 495F funding, and also touched on misunderstandings, such as the charge that EIL had "failed" to train 110 Ugandans, when in fact EIL had been specifically instructed by USAID prior to the November-December trip to Uganda to conduct no training before Janaury 1980. It was agreed that EIL staff would return to Washington the following week to work out with staff of the Africa Bureau some of the issues centered on the status of refugees and displaced persons in Uganda, and to further explore and attempt to clarify issues related to the project.

January 11, 1980. Reid, Gochenour and Batchelder met with John Sommer, Special Assistant to the Administrator of USAID, to report on the latest field visits to Uganda, and to discuss EIL's current relationship with USAID.

January 16, 1980. EIL staff returned to Washington to resume discussions with USAID Africa Bureau staff. Richard Reid, Theodore Gochenour, Remigius Kintu and Donald Batchelder represented EIL. Meetings were held with Sheldon Cole, Alex Newton and George Corinaldi in the morning, and at one point Kintu and Gochenour went with Alex Newton to discuss legal issues with Jerry Patterson. That afternoon a long meeting was held, attended by Shirley Erves, Hunter Farnham, Richard Hynes, Alex Newton and the four staff from EIL. Richard Reid gave a review of the entire history of the project from the initial proposal in 1977 to the present time, emphasizing the fact that EIL had made every effort at each step of the process to consult with appropriate

officials in the AID Africa Bureau and AID/REDSO in Nairobi, and had tried at all times to be in concert with whichever AID official was in contact with EIL. Themes discussed included (a) scrapping of EIL's four projects and designing new projects which would relate to refugees and displaced people; (b) redesigning the existing projects to make certain that refugees and displaced people were the primary beneficiaries; (c) the fact that the four projects proposed by EIL constitute a form of programmatic pressure on USAID, both in terms of AID's potential country plans in Uganda, and the implications for future long-term funding commitments; (d) the possible use of Disaster Assistance funding; (e) that any project in Uganda had to be approved by the AID Mission Director to be sure that it conformed to the overall country plan which was just then being developed; (f) that the language of the grant agreement was open-ended and foresaw the likelihood that training would eventually take place in Uganda, and included the possibility of long-term training project efforts.

It was agreed at the end of the meeting that USAID would convene a meeting of all interested parties to discuss the unresolved issues thoroughly, to provide EIL with a definitive list of problems, and to offer suggestions for the solution of these problems. It was agreed that USAID's response would be in writing, and that EIL would receive a telephone call on Friday, January 18, with the details.

January 17, 1980. Meeting between Gochenour and Reid from EIL and Kelly Kammerer, Deputy General Counsel, USAID, and Edward Dragon, Legal Counsel, Africa Bureau, to discuss legal aspects of use of 495F funding. Apparently there are at least two other cases in which 495F moneys are currently in use in a less-than-100% way for refugees, but further investigation of the matter would be carried out.

At this juncture, the need for clarification seemed paramount. EIL was being told on one hand that its Uganda needs assessment was one of the best things of its kind and should be required reading for

anyone going to Uganda or anywhere else, and on the other hand was being told that it was not a needs assessment. EIL had been scheduled to return to Uganda to begin setting up training programs by the week of January 21st, 1980, but now it appeared that any individual and any issue could delay the process indefinitely. EIL appreciated USAID's wish to resolve issues and differences, but was at times frustrated by the prospect that a program process which had been going on since 1977 would once more be delayed by a seemingly endless array of obstacles. EIL was aware that USAID had little or no sense of proprietorship in the Uganda project, since the funding had come about through Congressional channels rather than the agency's own process. At the same time, in the context of Uganda's rather desperate needs, the lifting of the embargo on aid to Uganda, the interest in the United States in assisting Uganda, and the stated policy of USAID to work closely with private voluntary organizations, it seemed that whatever obstacles might exist could be resolved. Despite moments of discouragement, EIL felt certain that good people did want to find workable solutions.

On January 21, 1980, EIL was informed that its proposed activity in Uganda was not in conformance with the Grant Agreement, and that EIL should re-examine its projects to see if they can be made to conform, and that USAID would offer its assistance in this effort.

On January 23, 1980, EIL was informed that the issues related to the EIL projects in Uganda had been reviewed, and a further project review would be convened in Washington within the next few days. It was stated that some people regarded the projects as good ones which are in conformance with the language of the Grant Agreement, and others regarded the projects as not being in conformance.

By January 30, USAID in Washington had received a cable from the Mission Director in Uganda indicating that none of EIL's projects were deemed appropriate for the current situation in Uganda.

On February 11, 1980, USAID reported that it had discussed the EIL projects by telephone with the mission in Kampala, that the Masaka project appeared to be acceptable, but that the others were in question. EIL in turn informed USAID that our obligations to inform our Ugandan colleagues of the delay and reasons for the delay necessitated sending staff to Uganda at this time, since our return had already been delayed by a matter of three full weeks. EIL agreed to make contact with the USAID Mission Chief in Kampala on arrival prior to talking with any Ugandan project associates. Accordingly, Richard Reid and Dean Millslagle made preparations to depart for Uganda on February 12, 1980. The prospective training staff members who had been on hold since January 7 and 8 were informed that there would be further delays, that the outlook for any resolution of the issues at an early date were bleak at best, and advised them to proceed with their own personal plans, although some of them expressed willingness to sit tight in the hope that problems could be resolved and field project assignments could begin.

Other activities during this January-February included the writing of preliminary project designs for two additional projects: (A) The Vocational Training Project for Male School Leavers in cooperation with the Kampala Technicians Cooperative, and (B) The Kampala Credit Union Cooperative Project, in cooperation with the Kampala Cooperative Savings and Credit Society.

February 12, 1980. Richard Reid and Dean Millslagle departed for Uganda.

III. FEBRUARY 12, 1980 to APRIL 15, 1980

The Experiment team of Dean Millslagle and Richard Reid had two main aims when they departed for Uganda on February 12. The first was to resolve the six-week program impasse with USAID, and to work towards solutions of the issues dealt with in the January and February talks. The second aim was to explain EIL's delayed return to the Ugandans who had planned specific individual sub-projects within the larger Experiment project, and to let them know that some of the plans might have to be revised or dropped entirely.

The daily activity log for the period February 12

- February 13, Wednesday
  Arrived Nairobi at 10:00 P.M. after 18-hour flight from New York.
- February 14, Thursday
  Nairobi. Banking errands. Return flight bookings at PanAm. To Blacklines Tours to arrange car rental; to city market for trip provisions; call to Kampala to arrange lodging; cable to Vermont.
- February 15, Friday
  Nairobi and on road to Uganda. Meeting in the morning with Mgr. Beames at Citibank to withdraw project funds; to Blacklines to pick up rental car; departure for Uganda at 1:00 P.M. Stopped overnight at Eldoret, one hour from Ugandan border.
- February 16, Saturday
  On road to Uganda. Crossed border at noon during solar eclipse. Fewer roadblocks than on previous trips. Arrived in Kampala at 3:30 P.M., and checked into lodgings at Rubaga. Sent safe arrival cable.
- February 17, Sunday
  Kampala. Reviewed project background documents; meeting at home of Permanent Secretary Ogola to deliver photographs and messages; framed work plan for the coming week.
- February 18, Monday
  Kampala. Met at 9:30 for general project discussions with Mark Ofwono, Permanent Secretary, Ministry of External Affairs; at 10:30 with Joseph Magoba, Ministry of Education, and at 11:30 with Marjorie Ddungu and Beatrice Kabatabazi, Ministry of Culture, Rehabilitation and Community Development. Arranged for new cable

address; switched vehicles at Blacklines; exchanged project funds at Grindlays Bank; left messages for Dr. Josephine Namboze and Omara Atubo.

- February 19, Tuesday

  Kampala. Met with Joseph Magoba to discuss EIL assistance in Minister of Education's visit to the United States. Met and had lunch with Chuck Grader, USAID Mission Chief; had discussions with Richard Shortlidge and Stan Shirer, AID country strategy team members; visited Dr. Josephine Namboze in her office at Makerere University.

- February 20, Wednesday

  Kampala. Met through morning with Richard Shortlidge, discussing Lira project and health projects. Met in afternoon with Peter Dankaine, Commissioner, and Gideon Lukeca, Community Development Division Head, at Ministry of Culture and Community Development to discuss Lira/East Lango project. Left notes for A. M. Ogola and Omara Atubo.

- February 21, Thursday

  Kampala. Met with Permanent Secretary Ogola to discuss all projects. Ogola suggested (1) that we meet in a few days with Minister Ochaya, and (2) that the Ministry sponsor a half-day inter-ministerial seminar to coordinate all ministries and church organizations using EIL assistance. Drove to Jinja and met for three hours with Bishop Bamwoze, discussing problems posed by AID project restrictions. We learned that he has arranged to have staff seconded to the project by four Ministries of the Government of Uganda.

- February 22, Friday

  Kampala and Lira. Met with Omara Atubo, National Consultative Council member from Lira. Discussed EIL project objectives and his interests in technical education. Gave him copies of EIL project reports. Atubo offered to arrange a meeting between EIL and Nabudere. Travelled to Lira and met with Vicar Opolo and the Community Development staff, after first being assigned to duty on the V.I.P. reviewing stand for a folk-dance performance. Went to Fatima to meet with Fr. Peter Traversi and his staff, emphasizing the precariousness of entire project.

- February 23, Saturday

  Lira and Ngora. Meeting with Fr. Traversi and Raymond Agaraoyo, BEIRD Coordinator. Meeting with Vicar Opolo and Esther Tarakwe. Travelled for Ngora via Soroti, arriving at Ngora at 4:00 P.M. Met with Dr. Stephen Ecookit and gave him the surgical blades and intravenous sets brought as donations from the United States. Some of the latter were in use in the wards within thirty minutes of our arrival. Discussed possible ways of modifying the Ngora project to accommodate the apparent AID objection to health programming of any kind. Dr. Ecookit, in turn, described the core training staff he had recruited, based on earlier project plans.

- February 24, Sunday

  Ngora to Kampala. Breakfast meeting with Dr. Ecookit, Dr. Ejuku, and Jessica Balwanyi, who gave us copies of the Ngora Hospital's Annual Report, and the local project staff advertisements written by Dr. Ecookit on the assumption that a project would take place. Agreed that Dean Millslagle, George Young and Michael Silberman would return to Ngora the week of March 18. Return to Kampala.

- February 25, Monday

  Kampala. Called on UNDP Res. Representative Melissa Wells, and discussed low-cost housing construction in the Masaka area. The meeting also included Ben Brown, Assistant Res. Rep., and Mark Hildebrand of the U. N. Commission for Human Settlements. Wells made a copy of EIL's Masaka project document, and expressed her interest in providing support and cooperation for the Masaka project. Afternoon meeting in Entebbe with Dr. Mawejje-Bakojja, Permanent Secretary of the Ministry of Health. He confirmed the Ministry's strong interest in primary health care delivery, and suggested that he arrange for EIL staff to meet with the Ministry's two top men in the field, Drs. Oonyu and Okware.

- February 26, Tuesday

  Kampala. Exchanged project funds at Grindlays Bank and went to Immigration Office to obtain Ugandan multiple entry visas, a process much facilitated by two calls from Mr. Ogola. Left notes for Grader, Dankaine and Atubo. Met with Grader and John Harbison for three hours of discussion, at the end of which USAID agreed to approve the Lira project, the Masaka project, and a redesigned Busoga project based on the Lira model, with education and agriculture as the focal points. Ngora is disapproved, since USAID

is confined to one or at the most two sectors, and could not be involved in the health sector. Met again with Omara Atubo, and learned that he had quoted directly from our project design criteria in debate of the National Consultative Council earlier in the day. Meeting with National Consultative Council member Israel Mayengo.

- February 27, Wednesday

  Kampala. Dispatched long cable to Vermont on talks with Grader. Meeting with Permanent Secretary Ogola, in which AID project restrictions were discussed. He said he would help EIL try to find alternative funding sources for the health-related projects such as Ngora and Bishop Bamwoze's diocesan development plan. Detailed meeting at Ministry of Culture and Community Development with Dankaine and Lukeca, and discussion of Grader's interest in broadening the original Lira project. Meeting with Brothers Leandro, Salvatore, Ladislas and Cosma of the Bannakaroli Brothers, who were in Kampala for the day. Agreed to visit them for project discussions on Saturday and Sunday.

- February 28, Thursday

  Kampala. Meeting with Planning Minister Ochaya which included an animated discussion of rural development theory and practice. A key point was Ochaya's suggestion that he might be able to locate as yet undesignated external assistance funds to help with the decimated projects in Ngora and Busoga. Meeting with Permanent Secretary Patrick Kunya of the Ministry of Agriculture. Travelled to the Indistrial District to meet members of the Kampala Technicians' Cooperative and inform them of AID funding restrictions and their impact on any program planning we had done together. Meeting in Entebbe with Dr. Mawejje-Bakojja. Dinner and discussion with Omara Atubo and Kefa Ssempangi, members, National Consultative Council both of whom showed considerable interest in EIL projects.

- February 29, Friday

  Kampala. Met with Charles Kiyengo of the Kampala Credit Union Cooperative Society, and explained to him the restrictions AID had placed upon EIL project flexibility, and the consequent ramifications for the credit union training program for rural areas which had been drafted by Kiyengo and EIL staff. Meeting with Dan Nabudere, Minister, Ministry of Culture, Rehabilitation and Community Development, in which the discussion ranged from the relations between rich and poor countries to EIL project plans in

Lira/East Lango. Meeting with John Baptist Chemba of the Kampala Technicians' Cooperative to inform him that Kefa Ssempangi would assist them in securing a formal building allocation for their workshop and training center on Sixth Street. Meeting with Patrick Kunya of the Ministry of Agriculture to discuss the Busoga project, and then drove to Jinja to give Bishop Bamwoze the bad news on the lack of AID funding for health projects. We agreed that the Bishop would talk with Ochaya, Ogola, Sebufwu and Nabudere with a view to gaining the release of unrestricted foreign assistance funds via the Planning Ministry.

- March 1, Saturday

  Kampala and Masaka. Left messages at Christ the King Church for Father Kibirige, and then left for Masaka and Kiteredde. We learned on arrival that Melissa Wells and two other UNDP staff had visited the Bannakaroli Center for an unannounced brief inspection just two days after EIL's meeting with them in Kampala. Meetings were held throughout the day with Brothers Leandro, Salvatore and members of the construction team, in addition to visits to the site of the proposed training shelter, the model house at Kakoma, and the reconstruction projects in Kalisizo. Meetings resumed on our return to Kiteredde and the discussion lasted until 11:00 P.M.

- March 2, Sunday

  Kiteredde and Kampala. Close-up inspection of all the Bannakaroli shops, workshops, dormitories and farm facilities, and discussion of recruitment approaches for the first group of project trainees. Upon return to Kampala we discovered that our other team member, Remigius Kintu had arrived from Nairobi, after three days of continuous vehicle breakdowns on the Nairobi-Kampala road. The EIL team was unexpectedly visited by Chuck Grader, who delivered a copy of his telegram to AID/Washington recommending the start-up of the Lira and Masaka projects by EIL. He remained for half an hour to discuss project evaluation issues, and possible extension into other districts.

- March 3, Monday

  Kampala. Informed U. S. Embassy of Kintu's arrival and of departure schedules for Millslagle and Reid. Worked on revised project budgets suggested by Grader. Meeting at UNDP office with Brown of the UNDP and Stripolli of the World Food Programme. The latter offered to provide food items in our project areas. Back at

Rubaga the EIL team was again visited by Grader, who came to check on EIL's Government of Uganda project clearances, prior to a meeting he planned to have with A. M. Ogola at the Ministry of Planning. He encouraged EIL to seek duty-free status with the government. Meeting with Guy Blest, Field Director, British Save the Children Fund in Uganda, and discussion of possible health project collaboration. Meeting with Kefa Ssempangi. Staff meeting at Rubaga to plan field investigations to be done by Kintu in Masaka area to identify honest and competent construction contractors of the kind sought by the UNDP.

- March 4, Tuesday

  Kampala and Nairobi. Met with the Kampala Technicians' Cooperative to inform them that Kefa Ssempangi would meet them on March 5. Made a visit to the relocated UNICEF offices in Bat Valley, but found no one there. Cabled EIL regarding our departure to go to Nairobi to meet George Young and Michael Silberman. Arrived Nairobi at 7:30 PM.

- March 5, Wednesday

  Nairobi. Did project banking at Citibank. Met with Mr. Gandhi of Blacklines Tours. Worked on revised project budgets. Met George and Michael at Nairobi airport at 10:00 PM.

- March 6, Thursday

  Nairobi. Extended project and background briefings for newly arrived staff. Introduced George and Michael to T. J. Beames, Manager, Citibank, and to Mr. Gandhi, Blacklines. Made return car rental arrangements. Reid packed and left for airport to return to the United States for discussions with EIL senior staff. Millslagle, Young and Silberman continued project planning discussions, logistical arrangements, and scheduled a return trip to Kampala on Saturday, March 8.

- March 7, Friday

  Nairobi. Banking procedures with new staff. Transferring to new accounting system. Review of budget and finance procedures.

- March 8, Saturday

  On road to Eldoret, near Ugandan border.

- March 9, Sunday

  Arrival Kampala. Continuing staff discussions and briefings.

- March 10, Monday

  Kampala. To U.S. Embassy to record passport numbers of Young and Silberman, and set appointment to meet Chuck Grader the next day. Meeting with A. M. Ogola to talk about procedures for exemptions from import duties, and for securing office space and housing. Mr. Ogola stated that Ochaya's previous discussion regarding possible availability of unallocated funds for project assistance in health sector appeared unlikely. Ogola assisted in securing multiple-entry visas for Young and Silberman. Meeting with Young, Silberman, Kintu and Israel Mayengo.

- March 11, Tuesday

  Kampala. Meeting at U.S. Embassy with Grader, to introduce Young and Silberman as new EIL staff in Uganda, and to discuss budget revisions. At this meeting Grader seemed to backtrack on earlier willingness to support revised Busoga project, and emphasized Lira and Masaka projects. Millslagle advised him that EIL would prepare revised budgets.

- March 12, Wednesday

  Kampala. Development of staff work plan for next three months, and specific staff assignments for Young, Silberman and Kintu, particularly in the area of developing detailed information from each project area to supplement information already obtained. Visit to Grindlays Bank to establish banking and checking procedures for project and for new staff. Meeting with Ogola to discuss formal letters for duty-free status and office and housing space allocations. Meeting with Peter Dankaine who wanted to inquire about the news that CARE was becoming heavily involved in rural development work. Transferred all banking and accounting matters to George Young for management during Millslagle's absence.

- March 13, Thursday

  Discussion with Anglican Pastor from Lira who carried message to Lira regarding scheduled staff visit to Lira on March 20th. Meeting with Dr. Josephine Namboze who informed EIL team that the

Deputy Minister of Health, Ruhakana Rugunda, was very interested in primary health care and wanted to meet the EIL team. Left message for Rugunda at Nile Mansion to set date for meeting. Opened shilling account at Grindlays Bank. Carried formal letters to A. M. Ogola's office. Secured EIL postal box. Secured xerox copy of USAID's assessment of the education sector. Meeting with Joseph Luwera regarding possible Ugandan staff and office space.

- March 14, Friday

  Ngora. Delivered donated supplies to Ngora Hospital and informed Dr. Stephen Ecookit that EIL could not work with him on the health project in South Teso. Zak Kalega, Director of the Mengo Hospital, and Chairman of the Uganda Protestant Medical Board, was at Ngora, along with Roger Naumann of Oxfam/Great Britain. Kalega astounded by AID's decision regarding health sector. Difficult day for Dr. Ecookit. The day's mail brought a letter from a Canadian physician, scheduled to come to work at Ngora for two years, declining the assignment. Long discussion with Dr. Ecookit, Kalega, Naumann on Protestant-Catholic cooperation in health and various other fields.

- March 15, Saturday

  Ngora. Further discussion with Dr. Ecookit, and then back to Kampala via Mbale and Jinja. Stopped in Jinja to see Bishop Bamwoze, but he was on the road visiting one of the sub-parishes.

- March 16, Sunday

  Kampala. Housekeeping, laundry, accounting.

- March 17, Monday

  Kampala. Visit to Nile Mansion to talk with Deputy Health Minister Ruhakana Rugunda, but unable to meet him. Visit to Omara Otubo. Visit to UNDP office. Immigration Office. Vehicle maintenance.

- March 18, Tuesday

  Jinja. Met with Bishop Bamwoze, and learned that additional specialists had been seconded to him by various Ministries for the Busoga Rural Community Development project. Discussion of modifying EIL's role by working with the BEIRD project at Kaliro. Established date for George Young visit in second week of April.

Did not discuss location of project office in Jinja at this time. Returned to Kampala. Young, Kintu and Silberman met with Dr. Josephine Namboze regarding advice on caring for staff health, accident, injury. Millslagle went to see Grader, who was still in Nairobi.

- March 19, Wednesday

  Kampala. Young and Silberman obtained multiple-entry visas. The letters regarding duty-free status and housing and office space allocation still in process. Further work on detailed work plan for overall project, due in ninety days. Received cable from EIL in Vermont, requesting additional detailed information from Masaka and Lira.

- March 20, Thursday

  Lira. Meeting with Vicar Opolo, Chairman, Lira Development Committee. Set times for meeting with whole committee on 21st. To Fatima for long meeting with Fr. Traversi, Principal. Fatima staff showed college, farm, facilities to Young, Kintu, Silberman, Millslagle. Long evening meeting on BEIRD program with Traversi and Raymond Agaraoyo, BEIRD Coordinator.

- March 21, Friday

  Lira. Long meeting with Lira Development Committee and Vicar Opolo. Visit to Assistant District Commissioner. Silberman remains in Lira for three weeks. Young, Kintu and Millslagle returned to Kampala. Kintu and Young held meeting with Wells and Brown at UNDP re Masaka project. Millslagle met with Grader with one version of the draft budget, including Lira and Masaka projects and a central office in Kampala, the latter being very costly. Discussed with Grader an alternative plan for centering project office in Jinja and carrying out Busoga BEIRD project from that vantage point. Grader agreed. Millslagle to rework budget figures and leave copy with Grader, or if time constraints indicated, to leave copy with Ray Love, AID/REDSO, Nairobi, and send a copy to Grader via pouch.

- March 22, Saturday

  Kampala and departure for Eldoret.

- March 23, Sunday

  Eldoret to Nairobi. Kintu in Masaka until April 14 for further information development. Silberman in Lira/East Lango for three weeks.

- March 24, Monday

  Nairobi. Visit to AID/REDSO to pouch budget draft to Grader.

- March 25, Tuesday

  Nairobi. Millslagle departs for United States for consultations in Brattleboro re project changes. Young in Nairobi to explore vehicle purchase and other business details.

- March 26, March 27, Wednesday-Thursday

  Nairobi.

- March 28, Friday

  Nairobi to Eldoret.

- March 29, Saturday

  Eldoret to Kampala.

- March 30, Sunday

  Kampala.

- March 31, Monday

  Kampala to Masaka. Young to Masaka to work with Kintu for one week through April 7 in development of Masaka project details.

- April 7, Monday

  Busoga Province. Young to Busoga for one week for program development assignment. Kintu working in Masaka-Kiteredde area. Silberman in Lira.

- April 14, Monday

  Kampala. Kintu, Young, Silberman convene in Kampala to share program design information and project developments.

- April 15, Tuesday

  Kampala. Kintu and Silberman leave for Nairobi to meet Millslagle, who leaves the United States April 17, arrives Nairobi night of 18th. Kintu and Silberman to work out vehicle purchase to replace rental vehicles which are costly and addicted to breakdowns. Young remains in Kampala.

Summary

As of April 15, The Experiment has the following staff working in Uganda: George Young in Busoga, Michael Silberman in Lira/East Lango, Remigius Kintu in Masaka. Dean Millslagle, Field Director, has been in the United States for consultations and is returning the week of April 15th.

The projects which have been approved by the AID Mission Chief in Uganda are Masaka, Lira, and Busoga refashioned on the Lira/BEIRD model. The Ngora and Busoga health-related projects were not approved. Assuming that these first three projects, Lira, Masaka, Busoga-BEIRD, are also approved in Washington, EIL intends to proceed with project development and the implementation of training programs.

The divergent viewpoints which seemed to threaten the entire project effort in the January and February discussions have been resolved in the field, and EIL has agreed to work within the guidelines established by the Mission Chief in Kampala. The process of working these matters out was not without difficulty, since there were a variety of shifts and changes from week to week in the discussions in the field. At one point the only project which seemed viable was the Masaka construction project. At another juncture, the Lira/BEIRD project seemed to be the only one destined for approval. The process of keeping Ugandan contacts informed of the progress, approvals and disapprovals was not an easy one, but the Ugandans were philosophical about the changed nature of the game. Their good humor and constructiveness made EIL's explanations much less difficult than they might have been. The basic reaction from the people who have worked with EIL in all the project areas was to keep the main objectives intact, make the required planning changes, and look together for other funding sources where necessary.

The Experiment has tried to remain as flexible and philosophical about the changes as its Ugandan colleagues. The project started out to be at a level of (a) $3,000,000 for three years, then as of July 15, 1979, (b) $1,012,583 for one year, and is now (c) funded at the same $1,012,583 for the period July 15, 1979 through September 30, 1981. These are

radical changes with clear programmatic ramifications regarding staffing levels, project implementation and the numbers of trainees which can be affected. There are a few important points to be mentioned in this context.

1. The EIL staff in Uganda found Chuck Grader, USAID Mission Chief, to be very constructive and helpful in working out practical solutions to the issues at hand, and looks forward to working with him.
2. While EIL regrets the loss of the Ngora and Busoga health-related projects, because of the months of planning which went into them, and the outstanding opportunity to work with development-minded people in an important sector, it recognizes the rationale for sectoral constraints in the overall country strategy.
3. EIL went into the needs assessment and program development process anticipating that a variety of full-scale, complex, fully-staffed projects would be possible, and therefore geared itself for major project efforts in several sectors and areas of the country. The levels of staff time, international and in-country travel, and work performed between July and late December, 1979, were calibrated on thethen extant funding level of $1,012,583 for a period extending from July, 1979 through the end of September, 1980. The same funding has now been spread out over an additional twelve months, and therefore thinned out considerably. This means that the work performed and the expenses incurred for the first six months were appropriately in balance in the context of anticipated one year project activities in Uganda. If it now appears that front-end field investigation expenditures represent an imbalance, in the context of the spread of the same amount of funds over an extra twelve months of project activity, then The Experiment believes the record should clearly demonstrate that the decision to spread the grant through September, 1981, was made for EIL, not by EIL. Had there been an AID country plan for Uganda in 1979 which limited project activity to one or two sectors, EIL would have adhered to those sectoral constraints in its

original field investigations. Had EIL known in 1979 that the presumed one year grant would be redesigned to cover an extra twelve months, it undoubtedly would have planned accordingly.

The Experiment staff team members covered between 7000 and 8000 miles on the ground in in-country field inquiry, needs assessment, and base-line studies between late July and late December 1979 in Uganda. Out of the dozen or so most promising project possibilities which emerged from those field studies, four primary projects were selected for emphasis, on the basis of the criteria outlined in the November 1st report to AID. In addition, two other projects were further developed as a result of the November-December discussions in Uganda, and were written up in preliminary draft form in the U. S. in January. These have been shelved due to program constraints, but for the record they are (a) Kampala Rural Credit Union/Cooperative Project and (b) Kampala Technicians Cooperative Society Training Project. (See Appendix II.)

Final project designs for Lira, Masaka and Busoga, and accompanying budgets, are being submitted under a separate cover.

TELEGRAMS: "ECSTATIC, ENTEBBE."
TELEPHONE NOS.: MINISTER, ENTEBBE 2576.
OFFICE, ENTEBBE 2771/2780.

IN ANY CORRESPONDENCE ON THIS SUBJECT PLEASE QUOTE NO. ED/C/820/2

THE REPUBLIC OF UGANDA

~~PRESIDENT'S OFFICE~~
MINISTRY OF PLANNING AND ECONOMIC DEVELOPMENT,
~~STATISTICS DIVISION.~~
P.O. BOX 13: 7086
KAMPALA, ~~ENTEBBE~~ UGANDA.

14th December 1979

The President
Experiment in International Living
Brattleboro, Vermont 05301
USA

Dear Sir,

I have the honour to refer to the conversation between the delegation of The Experiment in International Living led by Mr. Richard Reid and myself in my office during which he made me to know of the interest which The Experiment has in Uganda. He indicated to me that it was The Experiment's wish to initiate a Programme of Assistance to Uganda in areas that would assist Uganda in its reconstruction and rehabilitation exercises and beyond, through rural and urban training projects in such fields as vocational skills, primary health services, and cooperatives. The delegation further indicated that The Experiment foresees an arrangement that would enable it to open up a resident office in Kampala the better to conduct more effectively its consultations with the different Departments of Government with a view to arriving at a workable programme to which it can offer its assistance.

After due consultations at appropriate levels I am pleased to inform you that this Ministry would be glad to see The Experiment in International Living establish itself in Kampala; further, this Ministry requests that your Organization provide to Uganda training services in the fields mentioned above, coordinating your planning and implementatic with the various Departments of Government as you are now doing. The Experiment should regard this Ministry as the main point of contact and coordination in all activities. I wish, therefore, to express to you the sentiments of goodwill of this Ministry and to hope that you will find it possible to establish this office as soon as possible.

I should wish to inform you, however, that it will be necessary for The Experiment in International Living to consult separately with the Ministry of Foreign Affairs, preferably through the Embassy of the USA in Kampala, with a view to obtaining a formal authorisation for an office to be established here. This is a normal procedure in all cases of this kind. It is not meant as a hindrance or an impedement but, on the contrary, it is intended to enable you to establish yourself with all legal credibility. I have taken the liberty to inform the Ministry of Foreign Affairs of this in anticipation of your communication with them on the matter. In the meantime, I wish to reasure you once again of my best wishes to The Experiment and hope that you will be able to establish yourself in Kampala and begin training activities in coordination with Government Departments in the nearest future.

I wish to close by extending to you the compliments of my highest consideration and regards.

Yours faithfully,

A.M. Ogola
PERMANENT SECRETARY.

4

DRAFT OUTLINE

PROPOSED IMPLEMENTATION PLAN

KAMPALA RURAL CREDIT UNION/COOPERATIVE PROJECT

I. Project Purpose and Aims

The purpose of this project is to provide training for credit union organizers in rural Uganda, and to support the establishment of rural credit societies in districts not currently served by banks, credit unions or related entities. The project would be aimed directly at small farmers, public employees, small business owners and others in villages and rural areas who have no access to credit mechanisms, and who are not served by the large cooperative complexes which deal primarily with large landowners, major producers, and those engaged in marketing, transport and commerce on a broad scale. Two trainers will be employed to introduce credit union organization and management to trainees in rural communities, under the guidance of a functioning rural credit society based in Kampala. The Experiment in International Living will support this effort as an autonomous project within the Ministry of Marketing and Cooperatives.

The main aim of the project will be to make possible the creation of an accessible credit mechanism, locally managed, which will enhance the availability and circulation of money for agricultural development, small businesses, house construction, transport, school fees and other vital projects in the rural areas. A parallel aim is the improvement of village and rural life through increased economic potential, and the concomitant element of encouraging people to remain on the land rather than moving to urban areas.

A second purpose of the project will be to use the newly formed credit unions as a springboard for the formation of small cooperatives for agricultural production, transportation and marketing.

II. EIL Project Assessment Guidelines

A. Immediacy. The project should address as directly as possible the reconstruction and rehabilitation needs of the country at the local level.

B. Visibility. The project should stem from an existing, functioning development structure ... a program or institution that demonstrates vigor and durability.

C. The Training Factor. The project must have training as its core, with an assumption that local people will be prepared to take on overall training guidance at the earliest feasible date.

D. Outreach. The project should impart skills and attitudes which will lead to broad community benefits rather than advantages to individuals. Its main beneficiaries should be the least advantaged, and those outside of existing credit and banking systems.

E. Self-Reliance. The project should promote self-reliance by 1) using local Ugandan staff to the maximum, 2) demonstrating the efficacy of local supplies, materials, settings and resources in the training and development process, 3) visibly relying on local decisions with regard to priorities.

F. Replicability. The needs addressed by this project must relate to similar needs in other regions of Uganda; economy, environment, infrastructure, and human/physical resources must not vary significantly from those elsewhere; the design, content and costs of training must lend themselves to general application.

III. Project Background

A. Setting. The operational base for this project will be situated in Kampala, working through the Kampala Cooperative Savings and Credit Society. Government support will be provided by the Uganda Cooperative Savings and Credit Union (UCSCU), and the project will serve as a privately operated rural credit union development arm of the UCSCU.

In overall concept, the project calls for one Uganda Project Director, and the training and support of two full-time credit union organizer/trainers, who will travel to all parts of the country to conduct willage-level credit union training programs. This organizer/trainer team will assist villagers in the development of local credit union organizations in rural areas. The focus will be on districts which are not currently served by small-scale rural credit mechanisms, and the purpose will be to organize the means to make credit accessible to small landholders, farmers, widows, merchants and others in the rural areas.

B. The EIL Role. During its November and December base-line studies, the EIL team carried out a series of discussions and planning meetings in Kampala with Charles Kiyengo, Secretary-Manager of the Kampala Cooperative Savings and Credit Society. It was agreed that a joint project between KCSCS and EIL could be undertaken in 1980. Appropriate details of the program will be more fully developed when the EIL team returns to Kampala in early 1980; these details include staffing, training and hiring of two trainer/organizer staff, development of training designs for village-level credit societies, development of a detailed implementation plan and schedule, and further consultations with the Uganda Cooperative Savings and Credit Union, and the Ministry of Cooperatives and Marketing. EIL would support the training and hiring of two-trainer/organizers, and would support the costs of the initial village-level training operations. In addition, EIL would identify groups and villages which are ready for credit union movement, through its work in various development and training projects in several parts of the country.

IV. Project Design and Implementation

A. Design. Between February and May, 1980, EIL and the Kampala Cooperative Savings and Credit Society will recruit, hire and train two Ugandan

credit union organizers to work in rural areas. These two coordinators, under the joint direction of EIL and the KCSCS, will work under the umbrella of the Uganda Cooperative Savings and Credit Union, run by D. B. Mutahigwa, Secretary-Manager. At the same time, the two coordinators will have the freedom of action to open up areas of credit union activity not presently reached by the UCSCU.

The specific training design, format, skill content, task analysis, and length of training sequences for staff and for village level trainees will be established on the basis of (1) further discussions in Kampala with representatives of EIL, KCSCS and UCSCU, and (2) on the basis of follow-up programming studies made at ground level in selected sites throughout the country. It is likely that the initial sites for the organization of credit societies will be situated in the districts where EIL training and development projects are already underway: Lira, Busoga, Masaka and South Teso. It is expected that training for credit union organization will expand beyond these starting points in subsequent training sequences.

1. Premises

The underlying premises on which the approach to this credit union and rural cooperative training program are based evolve from The Experiment's experience in more than 40 health, agriculture and rural development training programs over the past 17 years. These premises are as follows:

a. practical "hands-on" training should be maximized; theoretical approaches should be kept to a minimum

b. training should be task-oriented, with the desired skills and learning elements broken down into task components which can be mastered sequentially

c. all trainees and local organizers should be viewed as future trainers

d. credit union training should be conducted in the community environment by people intimately familiar with local conditions

e. community development/credit union training should impart attitudes of pride, service and social responsibility

f. training is an ongoing process, involving careful follow-up and skill upgrading at regular intervals.

2. Training Fields

a. credit union organization
b. accounting
c. small business management
d. leadership training
e. development of local training committees
f. group work
g. administration and record keeping.
h. teaching and training techniques

3. General Framework

In preparing for the start of training, The Experiment will carry out a series of steps in the areas of project documentation, administration and logistics, planning, recruitment and selection, course design and content.

By category, these steps will be:

a. a base-line study of the program area to gather impressions and to supplement the information already gathered; this will be integrated into the training syllabus

b. the handling of such administrative and logistical matters as site selection, supply/equipment/vehicle purchases and rentals, permission and authorizations from local and ministry officials, such as the Ministry of Cooperatives and Marketing, and local District Commissioners, as well as the Ministry of Local Administration.

c. the recruitment and hiring of local administrative, clerical and support staff where needed.

d. the writing of an overall training syllabus, course guides, lesson plans, as well as credit union organization guidelines

e. the recruitment and training of credit union organizers/trainers (2) at the national level, and the development of training designs for local application

f. the selection of trainees and organizers at the local level

g. the start of training in selected sites

h. follow-up secondary and tertiary training phase.

B. Implementation. Project implementation will generally follow the sequence of steps outlined above, except that some of the steps will be carried out concurrently. The following paragraphs will outline the objectives, phasing, and work components of each step in implementation, from the arrival of an Experiment staff team in early 1980, through the start of training, and its extension for the remainder of the project year.

1. Baseline Study: Weeks 1- 4 after return to Uganda

The Experiment staff's objective in this step will be to carry out detailed planning discussions with the Uganda Cooperative Savings and Credit Union, and with the Ministry of Cooperatives and Marketing, relative to project feasibility and the steps required to establish an autonomous rural credit union training activity within the framework of the UCSCU and the Ministry. A series of discussions have been held between the Kampala Cooperative Savings and Credit Society and the UCSCU aready, and upon return the EIL staff will join these discussions to carry them forward to the next stage.

At the same time, the Experiment staff will seek information in the following areas:

a. the level of technical skills and knowledge required by the credit union trainers/organizers, and by the village level credit union trainees and participants; the component tasks which make up the required skills in both cases.

b. successful training approaches and techniques which have been used by the KCSCS and the UCSCU in the past, as well as new training and communication techniques which have been used successfully in other rural areas

c. probable levels of receptivity at the local level, including socio-cultural, economic, technical, linguistic and other factors and problems encountered in past efforts in Uganda in the credit union/cooperative field at the village level

d. the development needs expressed by local people which relate to credit union and cooperative formation

e. potential training, demonstration and practice sites throughout the country

f. potential technically skilled people, general project staff and potential local trainers, accountants and organizers in each project area.

2. Administrative-Logistical Tasks: Weeks 1 - 4

Concurrently with the planning discussions and the baseline studies, The Experiment and the KCSCS will deal with the routine administrative, legal and procurement arrangements which must be made prior to implementation of the actual project. The tasks are:

a. Site selection. Training locales will be selected for the first training projects, based on Experiment team experience and knowledge of specific rural areas in the districts where other projects are under way. Training sites have already been identified, such as church and community meeting centers and government extension offices in a variety of areas. Arrangements to use these training centers and facilities can be made readily through existing Experiment contacts in the communities.

b. Permissions and authorizations. Appropriate authorizations from local and national level officials will be procured prior to project implementation: these include the Ministry of Cooperatives and Marketing, the Ministry of Local Administration, and the District Commissioners in each district where the project will function. The Experiment's agreement with the ministry of Planning has already provided an overall permission to work in rural development in Uganda, and preliminary steps have been taken to secure additional

authorizations from additional ministries for specific projects such as this.

c. Supplies and equipment. Locally made or available supplies and equipment will be used for this project whenever possible to increase the ease and probability of replication in other parts of the country. Basic office supplies may have to be rented or purchased outside of the local project area. Training materials can be designed and produced in Uganda.

d. Housing arrangements. Most training sequences will be directed towards people from a single locale, which will enable participants to return to their own homes, and therefore large dormitory accommodations and food services will not be required. Lodgings for the travelling Coordinators will be found at the training site nearby.

3. Recruitment and Hiring of Staff: Weeks 4 - 8

Mr. Charles Kiyengo, Secretary-Manager of the Kampala Cooperative Credit and Savings Society, an experienced credit union organizer, will serve as the overall coordinator of the project. In cooperation with the Experiment staff, Mr. Kiyengo will help to identify, screen and hire two key staff members who will serve as the credit union trainers and organizers for the project. These three staff members, in cooperation with the Experiment staff representative in Kampala, will serve as the national level coordinators of the overall project. This staff will jointly design the training plans, course materials, and select the sites for the initial training sequences in the rural areas. This staff will also carry out all necessary liaison with the Uganda Cooperative Savings and Credit Union and the Ministry of Cooperatives and Marketing.

4. Writing of Credit Union Materials, Course Guides, Training Guides: Weeks 8 - 12

Since the project materials for credit union training and organization comprise a single-focus operation, the staff will draw together all relevant data on the formation and maintenance of rural credit unions, and will develop appropriate course guides and training syllabi. The materials will be drawn together into a prototype training design composed of the following elements:

a. a brief general description of the credit union movement and the way it works; its relevance and application in rural areas

b. course guides on specific elements, such as credit union organization, accounting, record-keeping, credit union management, etc.

c. list of task segments, broken down into manageable sets

d. step-by-step breakdown of skills to be mastered in achieving competence in each task segment

e. individual lesson plan outlines for the introduction, demonstration and practice of each skill

f. schedule of training sequences and activities, daily, weekly

g. a unit on demonstration and practice techniques for each skill

h. a unit on the training of trainers for local use

i. a unit on the development and adaptation of teaching aids for training, public relation, etc.

5. Recruitment, Selection and Training of Local Credit Union Staff: Weeks 12 - 20

For the initial round of credit union training projects, local efforts will be focused in the four major areas where Experiment training and development projects have already identified key locales and inidviduals for involvement: Lira, Busoga, Masaka, and South Teso. The two credit union trainer/organizers will travel to each locale, and to individual villages in each district, to hold planning meetings and to initiate training of local participants and organizers. Communities will be selected on the basis of interest in the project, respectively, and readiness to become involved in the formation and administration of small, locally managed, credit societies. All local staff will serve on a voluntary basis, unless the local credit union organization elects to pay them out of credit union funds. The number of local staff to be selected will depend on the number of people involved locally, and on the management needs as determined by the membership, and by sound credit union management practice.

6. Trainee Selection: Weeks 8 - 20

The selection of local trainees, local organizers and local managers will be made in consultation with the local people at the village level, and by the project organizers and trainers. At the outset, key individuals will be trained to organize credit societies at the local level, and will receive training in the step-by-step organization and management or rural credit societies, under the direction of the Experiment staff and the Kampala Cooperative Savings and Credit Society.

Selection criteria for local trainee selection include literacy, relations with others in the community, leadership potential, demonstrated energy and interest, openness to new ideas, and readiness to undergo training and to undertake organization tasks associated with the credit union movement.

7. Start of Training: Week 20 through remainder of the project year

Training will begin in the locales cited above, after initial weeks of planning, site investigation, trainee identification and selection, and thorough development of course materials and content. The length of individual course and training cylces will be established after the Experiment team's return to Uganda, and after the completion of consultations with all concerned.

Two levels of training are envisioned at the village level: (a) training for key organizers and managers, and (b) training for participants and members, the latter to be done by local key organizers and managers, with support from the EIL and KCSCS staff.

Once the initial round of training and organizational sequences are under way in the initial sites, the training team will move to other locales to initiate new programs and projects, returning to the original sites periodically on a scheduled basis to help with in-service training, problem solving and other necessary follow-up. See chart on pages 9 and 10.

V. Project Analysis

This section will briefly examine the project's interaction with the host population, and the economic, cultural and physical environment of the locales to be affected, including the short-term effects on individuals and communities, social factors involved in the process, and the potential future impact of the project within the immediate locale and the surrounding area.

1. General Training Effects. To the extent that the project effort succeeds in its aims, it will have tangible impact upon the social life and economic well-being of the villages and rural areas by making credit available to people heretofore outside of any credit system, and by encouraging both the circulation of money and goods as well as entrepreneurial activity.

The village-level workers, organizers and groups trained in this project will form cooperative economic units with a shared interest in improving economic and living conditions as well as employment opportunities for needy people in the rural areas. The project will have an impact upon farming, marketing, school fees, house construction, small business, transport and other elements of rural life, thereby affecting the production of food, nutritional levels, business activity, and the general quality of life in the rural areas.

The general impact will be the establishment of a trusted credit and economic system which will give participants an opportunity to overcome the negative aspects of the current magendo system, which has both production and marketing tightly locked into a pattern of helpless immobilization. The same quality of ingenuity which enables people to survive in the face of astronomical prices in the black market system can be channeled into positive activity. There is evidence from the initial surveys that money does exist in the rural zones, but that it is kept out of circulation because of its depressed value in the magendo market system, and because people have retreated to subsistence farming to maintain village and family-level food supplies. Meanwhile, they are doing without other goods and commodities, since production incentives are scarce, supply systems disjointed, and larger marketing systems disfunctional. The impact of this project in the locales where

it functions should be to encourage the circulation of money, to provide credit incentives for production, and income for goods and products in the marketplace, locally and regionally. At the individual and family-farm level, it should offer a previously unavailable opportunity for individual and local enterprise which can be managed locally, and the benefits of which can be measured and enjoyed locally.

2. Socio-Cultural Factors. The project will not conflict with local social and cutural patterns. There is a tradition of cooperation and joint enterprise within tribal groups and clans in Uganda, and since this project will operate in units within specific districts, with relatively homogenous groups in each, the outlook for cooperation is positive. The basic requirement for participation in the credit union process is the interest and willingness to participate, and no person or persons would be barred from participation on religious, tribal or other grounds. The current practice of forming ten family units at the village and rural areas may provide an effective vehicle for economic cooperation, and this will be examined further during the baseline studies phase of the development of the project. The project will be of particular interest to women, who perform a considerable portion of the work in the areas affected by the project, and the formation of credit societies is expected to be seen by them and their husbands as a benefit and source of strength for the family, rather than a threat.

3. Impact on Women. Although it varies from area to area, much of the work in the rural areas is performed by women, who generate a fair proportion of family income. The creation of locally-managed credit societies, with concomitant impact upon the production, distribution and marketing of goods and agricultural produce, should have a positive impact upon the productivity, economic status and general well-being of rural women and their families. The specific benefits of improved agricultural production, improved family nutrition and health, and enhanced standard of living will enable more women to have an expanded role in rural life, incuding the creation of small crafts enterprises and other business ventures which currently operate only at a very modest level. Based upon baseline studies in some of the EIL project areas, it is likely that some of the managers and organizers of local credit societies will be women, since their active participation and development is being fostered by the other EIL projects now starting.

4. Project Outreach. Before the completion of the baseline studies, it is impossible to accurately forecast the total outreach of this project, but its potential outreach in the first year of operation can be estimated conservatively on the basis of the following project patterns, which at this stage remain tentative.

Time Schedule	Tasks
1st month	Baseline studies Administrative/logistical tasks
2nd month	Recruitment and hiring of key training staff (2)

Time Schedule	Tasks
3rd month	Training of key trainers. Writing and design of credit union training and course materials.
4th month	Field visits to recruit and select key local credit society trainers, organizers, volunteers. Local level training begins. Selection and training of members at local level.
5th and 6th months	Establishment of 4 credit societies in each of 4 EIL project areas (16).
7th month	Review of training and organizational efforts. Field visits to all credit societies for problem-solving and second level training inputs. Further higher level training in organization and administration at each project site.
8th month	Continuation of 7th month activities. Selection, training, initiation of 4-8 new credit societies in selected sites.
9th and 10th months	Continuation of secondary and tertiary level training sequences in original sites. Thorough evaluation of training and project effectiveness in 16 original sites. Establishment of 4-8 new credit societies each month.
11th month	Field visits to all project sites, with particular attention to those started in months 8-9-10. Secondary level staff and member training in newed sites.
12th month	Evaluation of all projects. At this stage, the project should have initiated credit societies in from 28 to 40 locales, all locally managed, with contin support through training inputs from EIL Ugandan staff trainers and organizers. It is estimated that each credit society will have between 150 and 200 members at a minimum, which will enable the project effort to reach out to an estimated 4200 to 8000 participants in the first project year.

5. Prospects for Institutionalization. The project is being discussed with the Uganda Cooperative Savings and Credit Union, and with the Ministry of Marketing and Cooperatives. The theme of the discussion is the location of the project as an autonomous activity within the UCSCU, funded by EIL project funds at no cost to the UCSCU during the first three years of operation, but with the expectation that UCSCU will

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support the project on a continuing basis thereafter. The project will support the salaries of a Director and two key Trainer/Organizers during the first three years of operation. The local level organizers and trainers will be modestly supported out of funding from each local credit society, and will also operate with the help of local volunteer members. The basic costs of operating a central office in Kampala, in developing appropriate training materials, transport and related items will be borne by EIL project funds for the first three years, although the location of free office space within UCSCU is being explored.

As previously indicated, the major thrust of credit unions and cooperatives in Uganda has been the development of large credit societies which encompass numerous smaller entities, and the training of high level organizers and administrators. Eventual institutionalization of this project within the UCSCU or the Ministry of Cooperatives and Marketing is an anticipated outcome which rests on the project's effectiveness in establishing sufficient credit union membership in rural areas to convince the Ministry of their value and potential. In a "worst case" scenario, the minimum result would be lack of responsiveness on the part of Ministry officials at the end of the third project year, at which time the credit societies would be able to function independently under a private sector entity such as the Kampala Cooperative Savings and Credit Society. A more optimistic case scenario would result in the permanent establishment of a rural credit society entity within the Ministry. In either case, the project would have an institutional base during its first three years of operation, and would have adequate organizational strength to prosper in any of several public or private configurations thereafter.

6. Relevance to National Reconstruction Needs. The entire credit, banking, production and marketing system of the country is in disarray. While it is unlikely that this project will transform any of these systems single-handedly, its relevance to national reconstruction centers is its capacity to improve credit, production, business, the circulation of goods and capital, and the general quality of life and spirit in the areas affected. The project can be instrumental in establishing effective working credit mechanisms at the local level. In effect, the project will be filling a vacuum which has existed for several years in the rural areas, and which is not now being addressed by any effective policy or program emanating from established entities.

7. Self-Reliance. The participating communities and groups will have complete management control and responsibility for the establishment and operation of their own credit societies. The EIL project will provide training and organizational skills, followed by support visits and further training on an as-needed basis. The local credit societies will not be initiated with the help of project seed capital, but will begin modestly with locally gathered funds from participating members. Thus no external dependency will be created. The selection of village-level organizers, local trainers and trainees will be based on local decisions. Decisions regarding the level of payment to full-time local staff and part-time help will be made locally by the membership, following customary credit society practices.

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8. Project Evaluation. Evaluation will be a basic element of the project throughout, and will be used to monitor, refine and confirm the various components of training, organization, follow-up, the EIL role, local management, and general effectiveness.

The design of the evaluation plan will be worked out jointly by EIL and the Kampala Cooperative Savings and Credit Society, with consultation by the Uganda Cooperative Savings and Credit Union and the Ministry of Cooperatives and Marketing. The design will have its basis in the project guidelines and design premises articulated in sections II and IV.

The phasing and sequence of periodic evaluation mechanisms and the specific en route indicators of training output and training quality will be determined on the basis of the baseline study and after the completion of the basic training design.

At this stage, it would seem appropriate to schedule on-site evaluation episodes from one to two months after each initial training sequence. Since regular on-site staff visits are projected throughout the first project year, systematic evaluations at significant points along a developmental time-line are planned for each newly-formed and functioning credit society. Minimally, individual project evaluations will be conducted in the field at each location each quarter. Overall project and staff evaluations will be carried out on a regular basis.

Progress indicators will include observations by key Ugandan staff trainer/organizers, the Director, local credit society secretary-managers, local credit society members, as well as the effectiveness of local credit society enrollment. Other indicators of success are capital invested and loans granted; increases in productivity and the circulation of goods, services and money; jobs created and small enterprises started will be studied on a regular basis, using baseline study data as a starting point.

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KAMPALA TECHNICIANS COOPERATIVE SOCIETY, Ltd.

IMPLEMENTATION PLAN

A. Design

1. Premises. The underlying premises on which the approaches to this project are based are similar to those established earlier for each of the other five projects. They emerge from The Experiment's work with rural development skill training programs during the past 17 years, and are as follows:

a. practical, "hands-on" training should be given primary emphasis; training design should be grounded in solidly established training theory, but theoretical abstractions and approaches should be minimized in the actual training course

b. training should be concrete and task-oriented, with the desired skills broken down into task components which can be mastered sequentially

c. all trainees should be viewed as future trainers

d. the best community development vocational skill training is conducted in the community environment by persons intimately familiar with local needs and conditions

e. the best vocational skill training should impart attitudes of individual pride, community service and social responsibility

f. training is an on-going process, involving careful follow-up and skill-upgrading at regular intervals.

2. Training Fields. Final selection of specific training fields will be determined in consultation with the current key personnel of the Kampala Technicians Cooperative Society (KTCS) and an Experiment (EIL) carpentry cooperative training consultant. Training fields will involve both technical and small business management skills. Fields under consideration include:

a. basic skills upgrading (carpentry, cabinet-making, joinery)

b. advanced or specialized furniture-making techniques

c. small business administration, including accounting and bookkeeping

d. production, marketing and distribution

e. institutional contract procurement and management skills training.

3. General Project Framework. In preparation for the start of training, The Experiment, in cooperation with KTCS staff, will carry out a series of steps in the areas of project documentation, administration and logistics, recruitment/selection and course content. These steps will include:

a. a baseline study of current operations and outreach of the KTCS to gather additional information for the preparation of new or upgraded course content

b. administrative and logistical tasks such as office space selection, communications, procurement of supplies and materials, equipment rentals, establishment of formal liaison with an authorization from the Ministry of Marketing and Cooperatives and other appropriate ministry officials

c. the recruitment and hiring of local administrative, clerical and support staff, if necessary. Such personnel may be shared between the KTCS project and The Experiment's country director, who is based in Kampala

d. the writing of an overall training syllabus, course guides and lesson plans

e. recruitment and hiring of local training staff

f. recruitment of trainees

g. the start of training.

B. Implementation

Project implementation will generally follow the sequence of the steps listed in the framework above, with some of the steps to be carried out concurrently. The following paragraphs outline the objectives, phasing and work components of each step in implementation from the arrival of The Experiment core staff member in early 1980 through the start of training and its extension for the remainder of the project year.

1. Baseline Study: Weeks 1 - 3

The objective of this step is to carry out, in consultation with the KTCS staff and appropriate ministry officials, a baseline study of present teaching and management operations of the cooperative, and of the surrounding community with respect to trainee recruitment and potential institutional contract procurement. The study will seek information on:

a. technical skills knowledge required for the East African School Examination Intermediate Craft Certificate

b. extent of potential institutional contract possibilities and nature of technical expertise required

c. socio-educational background and methods of recruiting trainees

d. successful training and communication techniques used in present and past training efforts by KTCS members

e. probable levels of receptivity; socio-cultural, technical, language or general communication problems encountered in past efforts

f. expansion and skill training needs expressed by current staff and trainees

g. potential technically skilled people living in the Kampala area to serve as instructors

2. Administrative-Logistical Tasks: Weeks 1 - 4

a. Housing arrangements for EIL training consultant and other project-related staff.

b. Permissions and authorizations to include establishment and securing of official government confirmation of EIL's arrangements with KTCS and the Ministry of Marketing and Cooperatives; securing of necessary government documents and authorizations to conduct training.

c. Procurement of equipment and supplies, including basic office supplies (pencils, paper, office furniture, etc.), necessary supplementary training tools and classroom supplies.

d. Site selection. All technical training will be conducted at the cooperative's present location in Kampala's industrial area. The cooperative's request to remain in the building permanently is currently under consideration by the Ministry of Marketing and Cooperatives. If unable to conduct the classroom component of the training at the present site, appropriate space for instruction will be sought in nearby facilities, presumably on a low-cost or no-cost basis.

3. Staff Recruitment and Hiring: Weeks 3 - 5

EIL anticipates supporting two additional instructors for the cooperative: an expert in cabinet-making and a classroom instructor to teach small business management and basic theoretical principles required to pass the East African School Examination. They will be selected on the basis of (1) technical or managerial expertise, (2) commitment to the goals and operating procedures of the cooperative, and (3) overall communication abilities. Prior formal training expertise will not be a requirement. The classroom instructor will be hired first in order that he might immediately begin to devise a course syllabus and prepare training materials.

Conditions of employment and standard contract terms will be worked out in cooperation with key personnel in the cooperative. Salary scales will parallel those of the present staff.

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4. Syllabus Preparation: Weeks 4 - 7

A course guide for the classroom component of the training project will be drafted in cooperation with cooperative instructors. The syllabus will include units on basic theoretical principles of carpentry and joinery, accounting and bookkeeping, small business management and marketing. Data from the baseline study relevant to these fields and from materials used in similar training courses will be incorporated into the conceptual design of the course.

This information will be worked into a prototype training design made up of the follwing elements:

a brief general syllabus which will set out for each unit the aims, guidelines, overall content organization, length and sequence to be followed during the training course. Deriving from the syllabus will be:

1. unit guides - specific content on each study field, i.e. "Basic Principles of Small Business Management: Considerations for the Carpenter"

2. list of task segments (example: bookkeeping procedures) taken from each of the unit guides.

3. step-by-step breakdowns of the skills to be mastered to achieve competence in each task segment

4. individual lesson plan outlines for the introduction, demonstration, and practice of each skill

5. a schedule of unit distribution by day and week

6. a section on demonstration and practice techniques for each skill

7. a section on trainer training (pedagogical approaches).

5. Trainee Selection: Weeks 4 - 8

The selection of trainees will be guided by members of the cooperative, in consultation with EIL staff. Trainees will be drawn from the Kampala area, with emphasis on recruiting school leavers, unskilled youth and other economically disadvantaged persons. Specific criteria for selection will be established prior to recruitment. The Experiment's role in the overall process will be to make the cooperative's instructional staff aware of the demands of the training courses, and of future performance expectations, before selection is made.

6. Start of Training: Week 9 or 10 and remainder of project year

Training will begin in mid-April. The length of the training course will not be determined until the EIL project consultant returns to

Kampala and formulates a specific training design, but the assumption of the project is that training will be essentially continuous with periodic review and evaluation breaks of 2 weeks.

After the start of training, the consultant will be responsible through September for:

1) overseeing the training process

2) revising and refining course content and sequence on the basis of observations and new information as it becomes available from feedback and evaluation submitted by trainees and trainers

3) assisting cooperative staff in conducting a market survey to determine the range and location of institutional contract possibilities.

C. Project Analysis

General Project Effects

To the extent this project is successful, its effect will be visible in a number of areas: technical skills development upgrading, group formation for economic betterment and self-reliance, formation of small business enterprises, vocational skill training of school leavers and unemployed youth, and direct contribution to the country's physical reconstruction efforts.

The rate of rural to urban migration of young people remains staggeringly high; most arrive in Kampala lacking the means to support themselves and are forced to join the group of black market traders or general street panhandlers to survive. The project addresses the critical need to offer useful, marketable skills to the increasing body of unemployed youth in Kampala.

Secondly, by assisting the cooperative in obtaining institutional contracts for the construction of furniture, the project will contribute to the national objective of developing economic self-reliance. The project will stimulate the local economy and will serve as a model to demonstrate the profitability of small enterprises which pool the skills of their members.

Socio-Cultural Factors

It does not appear that this project conflicts with any local social or cultural patterns. It is anticipated that, in a small way, the project will contribute to the revitalization of economic activity in Kampala and its environs, and to a general improvement of the quality of life of its participants and their families.

As has already been noted, the project attacks head on the persistent problem of unemployed school leavers and their increasing migration to large cities. By targeting this group for trainee recruitment and

offering practical training skills, the project will, albeit modestly, contribute to the solution of this difficult problem.

Project Outreach

It is impossible to estimate the number of persons who will be directly affected by this project until the baseline study of potential institutional contract procurement has been completed. It is reasonable to assume, however, that the outreach will be considerable. The cooperative has already received requests for services it cannot deliver due to lack of transport and sufficient manpower. It has a proven record of high quality product manufacture. Given the current demand for building and furniture to replace and rehabilitate those destroyed or looted during the recent war, the potential output and resulting impact on the community that this project could have is substantial.

Prospects for Institutionalization

The project supports local initiative through the building of institutional capacity to carry out and continue expanded program activities over the length of a reasonable grant period, and will eliminate long range dependency on outside funding sources. Prospects for self-sufficiency and ongoing operation appear especially good if the Ministry of Marketing and Cooperatives grants the coooperative permanent use of its present facilities - a request which seems likely to be approved. Income to continue the training expenses will be generated by marketing furniture produced by cooperative members. The present rate of requests for products indicates that sufficient level of production will undoubtedly be assured. It is also expected that the cooperative will gain formal recognition and backing from the Division of Cooperatives of the Ministry of Marketing and Cooperatives.

Relevance to National Reconstruction Needs

This project directly addresses critical national reconstruction needs at several levels. The revitaliztion and expansion of technical training programs will provide materials, skilled personnel and finished products to assist in rebuilding damaged or destroyed homes and offices in the Kampala area and conceivably elsewhere in the country. At the same time it will strengthen the capacity of the cooperative to reach a larger number of people.

As noted earlier, the increase in the number of school leavers , unemployed youth and juvenile delinquents has become a major social concern in Kampala and other urban areas. This project offers one solution to this problem by providing practical skill training and creating employment opportunities for young people.

Relevance to Fostering Self-Reliance

The cooperative members will give direction and support to the project by determining priority needs for the training course units and the expansion of technical instruction given trainees. As previously

mentioned, the supportive nature of EIL's input, the effort to identify and mobilize for constructive ends human and technical resources, and the attempt to generate new capital resources are all aimed at strenthening the individual, group, and ultimately, national economic self-reliance.

Project Evaluation

A formal evaluation schedule and a list of en route progress indicators for the project will be drawn up during the drafting of the training design. Informal progress evaluation meetings will be held at the beginning or end of each two week period by the EIL staff consultant, the classroom and cabinet-making instructors, and members of the cooperative staff and trainee group.