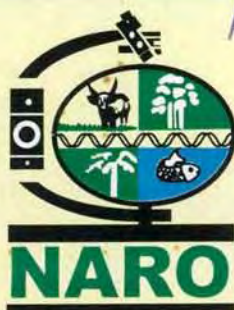


Assessment of the Pre-project situation and; implementation Process of LVEMP Micro-Projects



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Acc. No. 3420.

By: P.W. Namisi & M. Lubulwa
Socio-Economics Sub - Component
Fisheries Research Component
Fisheries Resources Research Institute (FIRRI)
P.O. Box 343, Jinja, Uganda, Fax: 256-43-120192
Email: firi@infocom.co.ug or firi@firi.go.ug

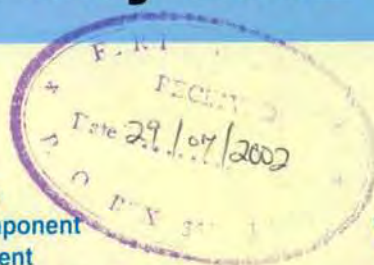


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Executive summary

Micro-projects is a component of the LVEMP project that aims at improving the livelihoods of the poor communities around the lake 's basin through empowering the communities to construct and rehabilitate their basic socio-economic infrastructures from which the communities can benefit and; empowering them to safeguard their resources. Twenty micro-projects under LVEMP in Uganda were assessed to establish the pre-project situation, the process of implementation, planning and sustainability of the micro projects.

The majority of micro projects comprised small-scale school rehabilitation, potable water supply, minor sanitation and road/bridge construction works, and fish handling facilities. The problem situation before the project was critical for all areas where micro projects were initiated.

The micro-projects used a participatory approach for the construction and rehabilitation of facilities by involving communities in the identification of priority community need for intervention, implementers and consequent management of works. This promoted self-help mechanisms, increased the sense of community ownership, promoted greater cohesion among members, and set the foundation for future social investment fund operations. Support for private sector development by increasing technical and managerial capacity of local contractors, Implementing Agents (IAs) and communities was achieved by encouraging their active involvement in project decisions. There is an indication that for micro projects that are completed community members are already benefiting from them in response to their community's demand for priority social needs. Employment was generated for a number of contractors who participated in the micro projects during the project implementation.

During the course of the project, the Micro-projects had to overcome numerous administrative, organizational, financial and other challenges and had to address many issues and problems to do with lack of clarity of role of the micro projects support unit, limited community participation beyond project identification and poor quality of works. The implementation of the LVEMP Micro-projects has however, clearly demonstrated

the critical need to improve project sustainability through a comprehensive framework encompassing strong institutional support from the LVEMP secretariat/Fisheries Resources Department/Local Government, effective systems and procedures, and greater involvement of the key stakeholders.

1.0. INTRODUCTION

Socio-economics and Micro projects of the Lake Victoria fisheries—An overview

The Lake Victoria environmental Management Project (LVEMP) shared by the three riparian countries (Uganda, Kenya and Tanzania) of Lake Victoria was initiated out of the need to protect the massive resources of Lake Victoria from degradation and overexploitation resulting from ecological (Water hyacinth, exotic fauna and flora), Social (activities by lake-wide communities), and economic (resource overexploitation and pollution) activities. Micro-projects is one of the components of the project that aims at improving the livelihoods of the poor communities around the lake 's basin through empowering the communities to construct and rehabilitate their basic socio-economic infrastructures from which the communities can benefit and; empowering them to safeguard their resources.

In Uganda, the rapidly progressing fishing technology and differential access to investment funds as well as promotional or even laissez-faire fisheries policies have led to a dualistic form of coexistence of industrial fish processors side by side with small-scale fisher folk communities. Little attention is focused onto the developments in terms of welfare of fishers by government, more or less deliberately with the assumption that the small-scale fishers are a transitory feature of fisheries development. Instead, more attention has been focused on fish export trade development with hope that the linkages and employment opportunities opened up by fisheries development and the general economic growth would trickle down and revive stagnating fisher-folk communities. In spite of this, the fundamental problem of small-scale fisher folk communities in Uganda is still their persisting absolute and relative poverty despite progress in fisheries development and economic growth in recent years. More than 700,000 people are involved directly or indirectly in the fisheries activities in Uganda. These include: fishers, fishmongers, fish processors, fish exporters, wholesalers and retailers, and the local administration in the districts, which collects taxes on landing sites and markets (East African Newspaper, 1999).

Improving the socio-economic conditions of fisher folk communities are but one of the objectives in fisheries policy in line with the poverty eradication action plan under the Plan for modernization of Agriculture. Besides, there are other often-competing

objectives such as; employment creation, increase in fish supplies for domestic consumption and exports, and maximization of the economic surplus generated by the fishery. Reynolds and Greboval (1988) indicated that due to the Nile perch fishery more people were eating more fish in more places than was ever the case under the previous fishery regime. Recent studies by Odongkara and Okaronon (1997) however, suggest that distribution of benefits from the booming Nile perch fishery have not been realized and the poor fisher folk communities have been greatly marginalized. Recent studies have gone a long way to recommend interventions that can target the poor fisher folk communities and; micro projects under LVEMP is one of the options in the right direction. This paper consists of a report on a study that set out to assess the implementation process and experiences of LVEMP Micro projects for the Lake Victoria basin communities. The majority of micro projects comprised small-scale school rehabilitation, potable water supply, minor sanitation and road/bridge construction works, and fish handling facilities. Over 50,000 community members in Lake Victoria basin have so far benefited from the LVEMP Micro-projects in response to their community's demand for priority social needs. Employment was generated for a number of contractors who participated in the micro projects during the project implementation. The Micro-projects used a participatory approach for the construction and rehabilitation of facilities by involving communities in the identification and management of works and; clearly demonstrated the critical need to improve project sustainability through a comprehensive framework encompassing strong institutional support from the LVEMP secretariat/Fisheries Resources Department/Local Government, effective systems and procedures, and greater involvement of the key stakeholders.

2.0 Study Objectives

The Overall Objective of the study was to assess whether the lower income groups among the Lake Victoria basin population have benefited from LVEMP micro projects through improvement of their basic social services and creation of employment opportunities.

2.1 Specific Objectives

1. Assess the pre-project situation, identification and implementation processes of micro projects.
2. Identify the main constraints to micro projects implementation and completion
3. Solicit suggestions on how to sustain the completed micro projects

2.2. Justification

The LVEMP Micro-projects, the first of its kind in the Region, was designed in line with the Poverty Eradication Action Plan (PEAP) to support the alleviation of poverty through improved targeting of social services to the poor. The micro projects are identified, prepared, implemented, managed and maintained by beneficiary communities. The Micro projects foster increased decentralization of decision-making and devolution of responsibilities to local levels, which in turn foster social development and increased access to information. The responsibility of operation and maintenance of the micro projects depend on the nature of the project identified by the poor community who include women and the less privileged. An assessment of the implementation process and benefits from the micro projects is important in order to ascertain the role Micro projects can play in empowering poor communities and; in improving their livelihoods. Moreover, the constraints identified during the implementation can guide intervention for improvement of the process.

3.0. Methodology

Data was collected using unit questionnaires, group discussions and direct observations. Unit questionnaires were administered to the members of the fishing community who were selected randomly. A total of 300 unit questionnaires were enlisted. Focus group discussions were mainly composed of the fisher-folk community, community leaders and the Community Participation Implementation Committee (CPIC). One FGD was conducted for each micro-project visited and each FGD consisted of 6 people. Data collection that began in 2001 covered eight districts: Masaka, Rakai, Kampala, Wakiso, Iganga, Bugiri, Mayuge and Busia. The result presented consists of an exhaustive analysis and discussion of results from all the data collected in the eight districts.

4.0. Results and Discussions

4.1. Micro-projects in Masaka and Rakai Districts

4.1.1. Socio demographics

Table 1: Age and Years at landing

	Age	Years at Landing
N	70	70
Mean	31.9286	7.6429
Median	30.0000	6.0000
Mode	28.00	10.00
Minimum	17.00	1.00
Maximum	60.00	32.00

Fifty one percent of the respondents were females compared to 49% males

The Baganda (61%) are the most prominent participants followed by Nyarwadas (17%) and other groups (21%) and, the majority (63%) of the participants are married.

The education level of the participants is moderate with 71 % having attained primary level and 17 % secondary level. The participants have lived at the landing sites for an average of 7 years although the minimum is one year and maximum 32 years.

The various occupations of the project participants include: fish processing, non-fish business, fishing unit owner, fisher labourer, fish traders and others.

4.1.2. Micro Project Identification Process

Selection of the micro project was mandatory by vote and; 49 % participated in voting. Fifty-one percent who didn't vote for the micro project noted that they were, either, not aware (90 %), or, there was no voting in their area. It was learnt from the key informants that the people not involved in the identification were not around during the project initiation and hence did not participate in voting.

Despite missing in the selection process the participants however, expressed happiness with the type of micro project initiative chosen.

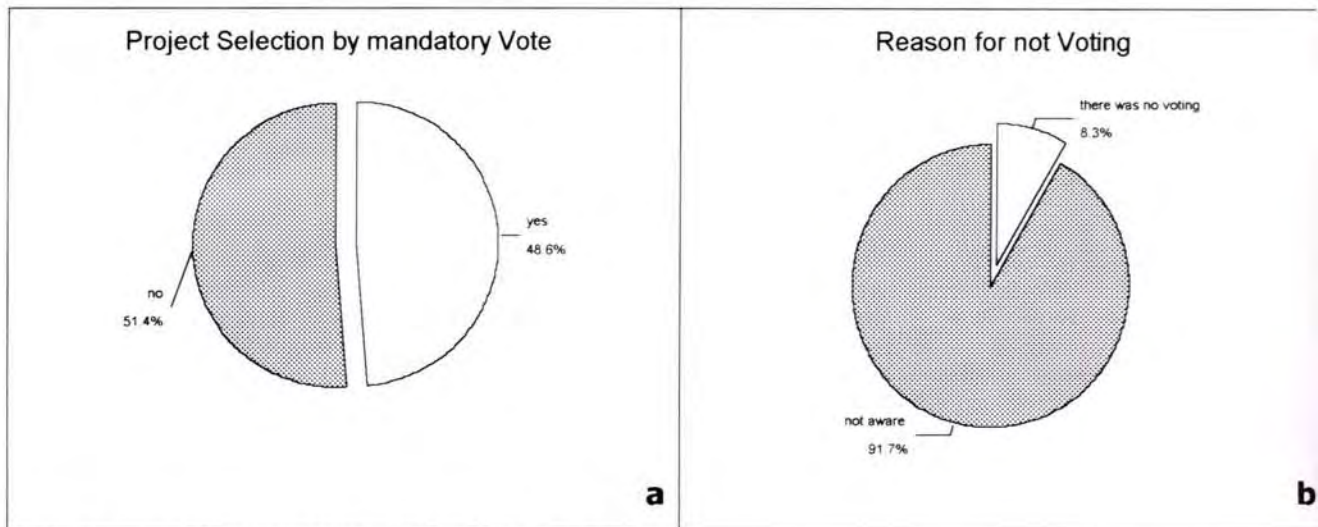
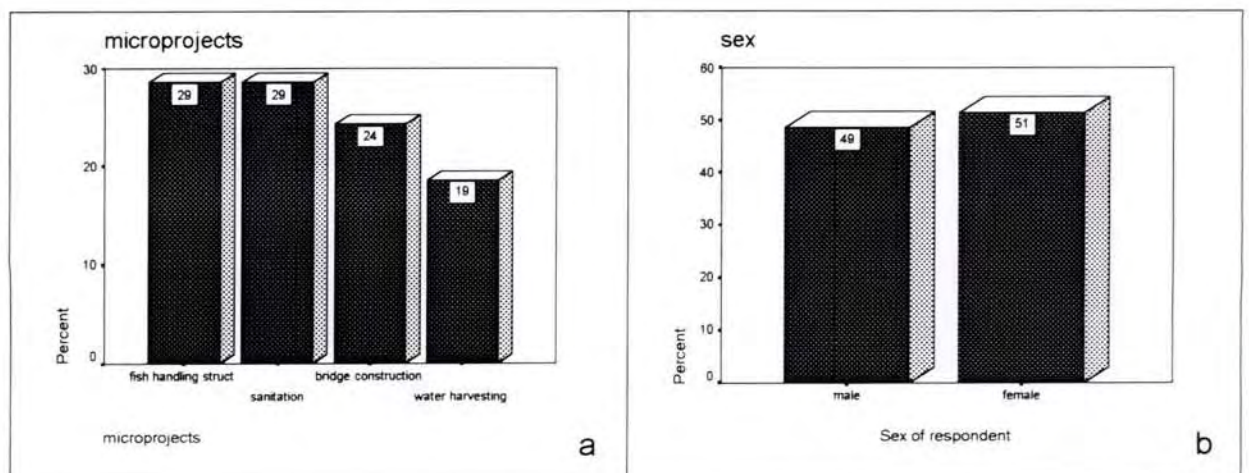


Fig. 1 a and b. Project identification process.

Micro projects identified include fish handling structures, sanitation, bridge construction and water harvesting respectively. All participants agreed that they were aware of micro projects being implemented in their community and they were informed about the micro project through participatory meetings (57 %), observation of work going on (29 %) and rumours (11 %).



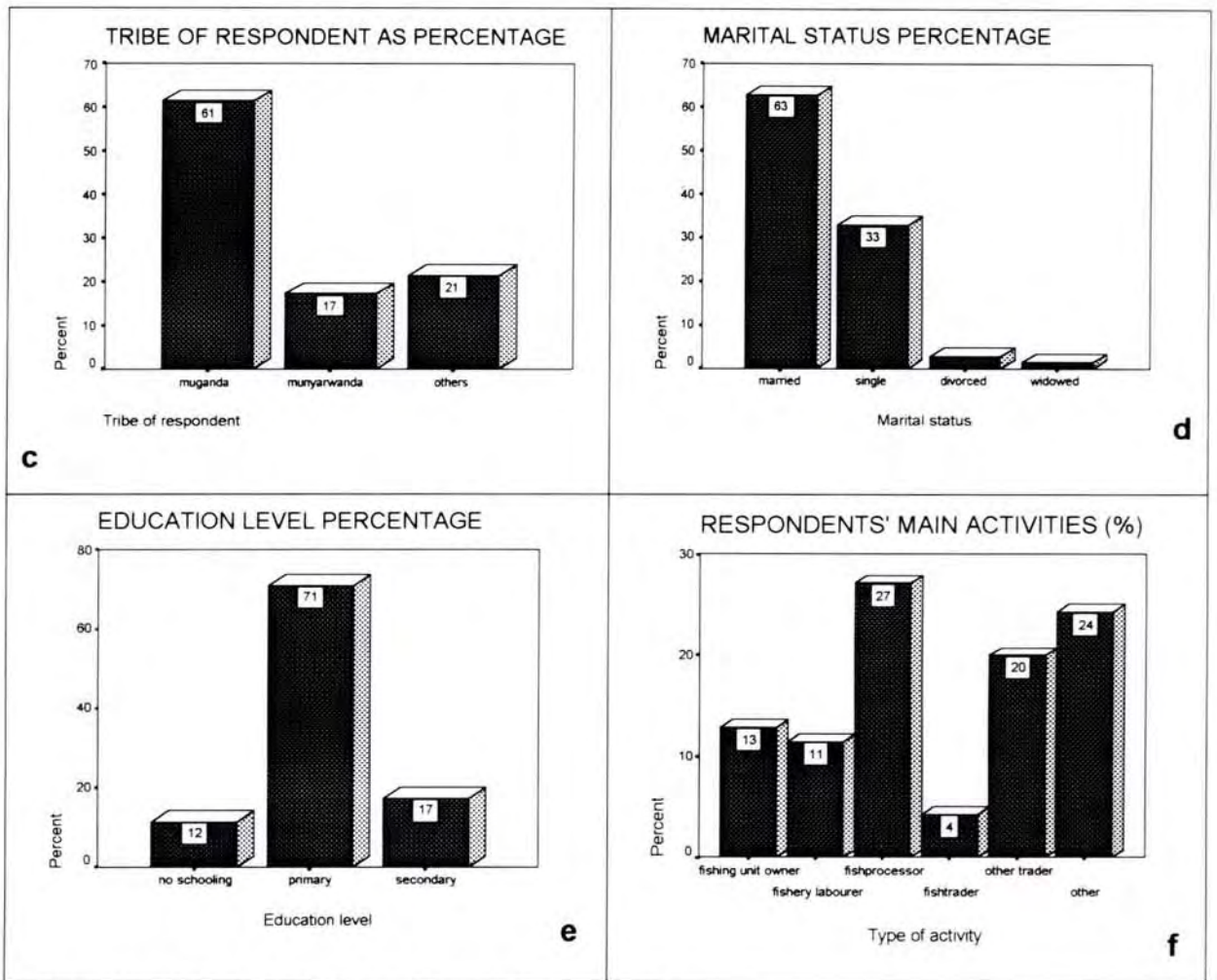


Figure 2 a-f Socio demographics of respondents

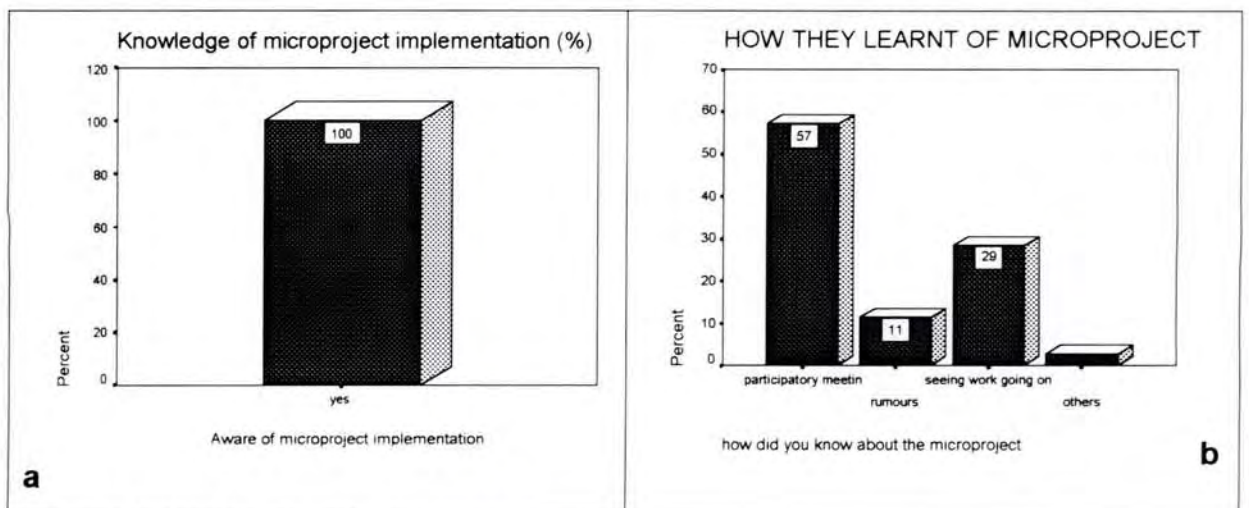


Figure 3 a-b: Micro project awareness

4.1.3. Major problem prior to micro project

Underlying problems were poor fish handling (29 %), poor sanitation (29 %), lack of access roads (24 %) and lack of safe drinking water (19 %) respectively.

79 % participants were of the view that the micro project initiative had helped address the problems. 21 % participants however, felt that the micro project had not yet addressed their problems, either for reasons unknown to them (79%), or because the projects are not yet complete (20 %) and; because the toilets are still very inadequate.

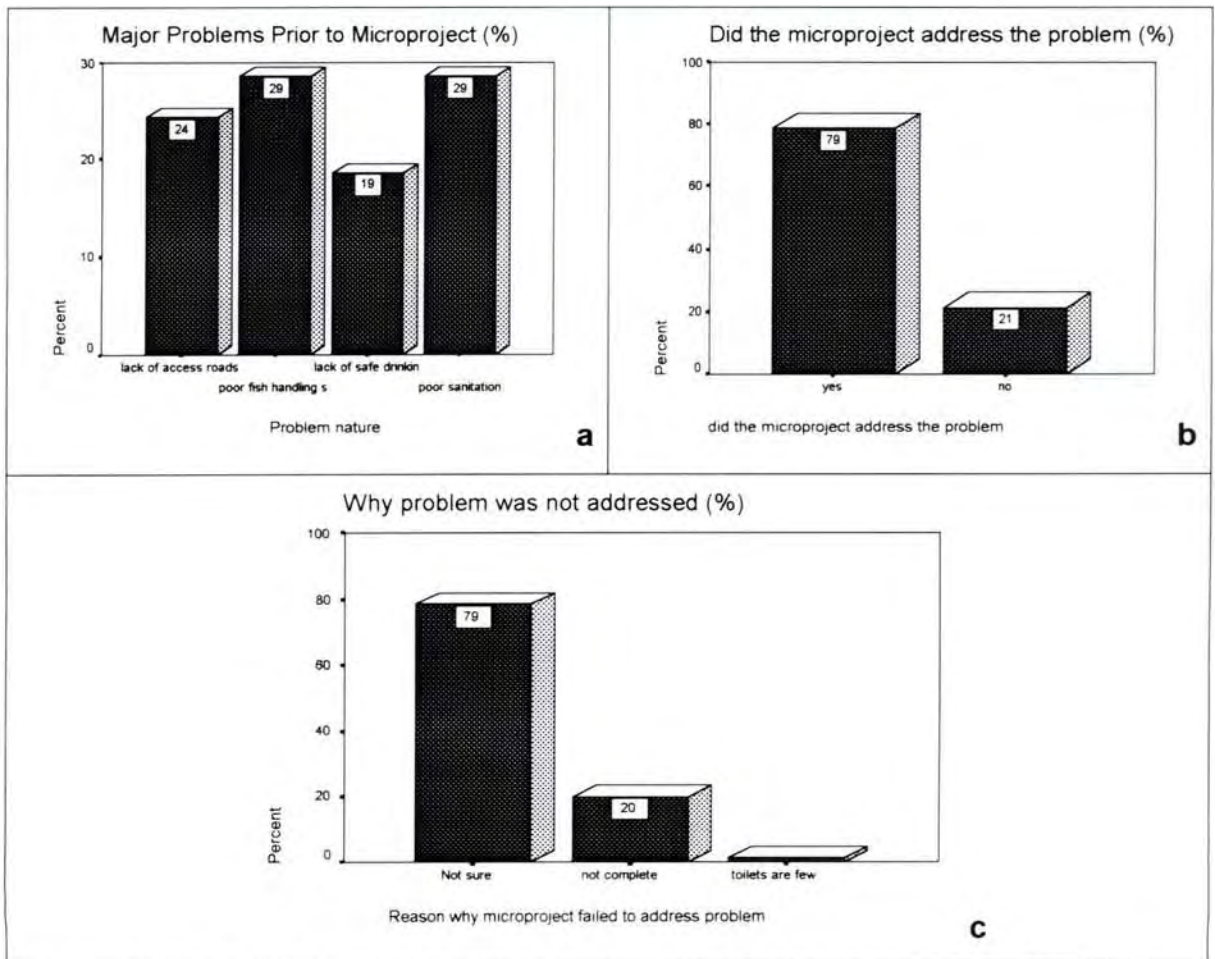


Figure 4 a-c : Problems affecting the community prior to micro project implementation

4.1.4. Micro project planning process

Participants were informed of the plan through meetings called by landing site leaders (59 %), messages passed on by beach leader (13 %), from fisheries department and

other means. Meetings were attended by only 49 % of the participants (Figure 5 a-b).

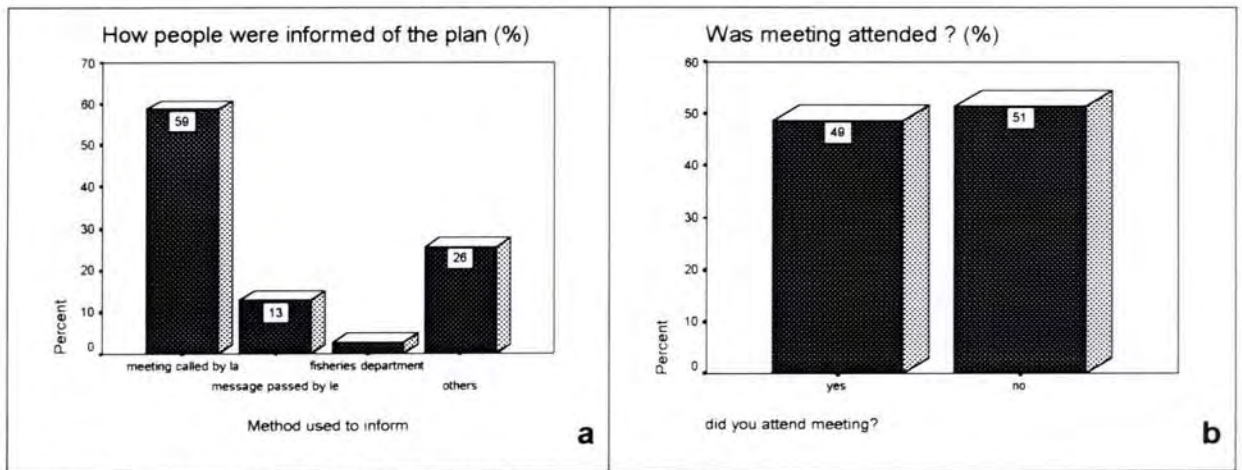
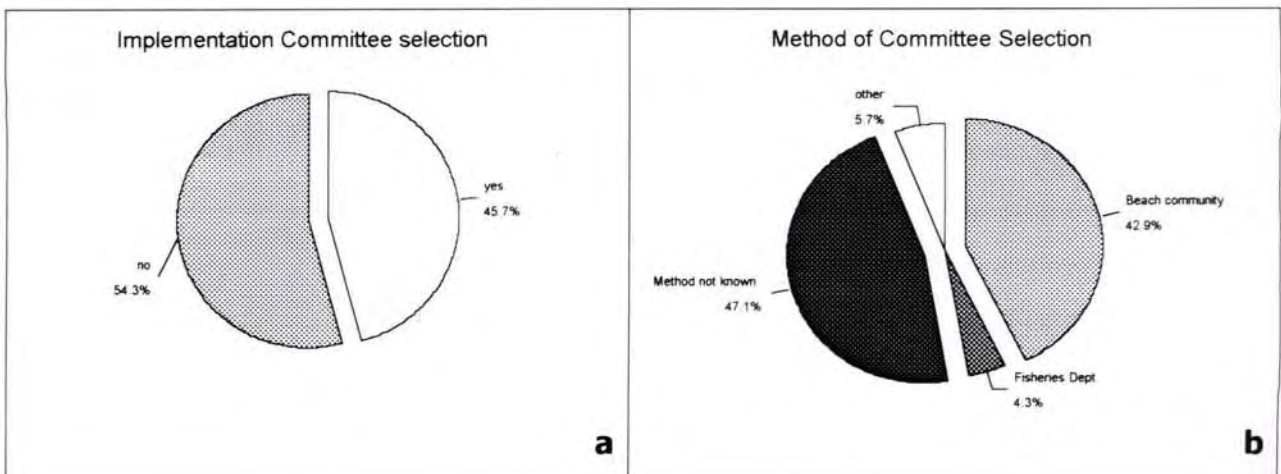


Figure 5 a-b: Micro project Planning process

4.1.5. Selection of the micro project implementation committee

Forty-six percent participants participated in selecting the micro project implementation committee. The method of selecting members of the committee was not known according to most participants (48 %). However, 44 % indicated that selection was done at meetings by beach communities and by direct appointment from fisheries department (5%) (Figures 6 a-d). The attendance of meetings by participants to select the micro project implementation committee was moderate (48 %) with the rest not attending due to lack of communication about meetings (57 %), not invited (40 %) or, due to sheer lack of interest. Voting was mandatory for all participants.



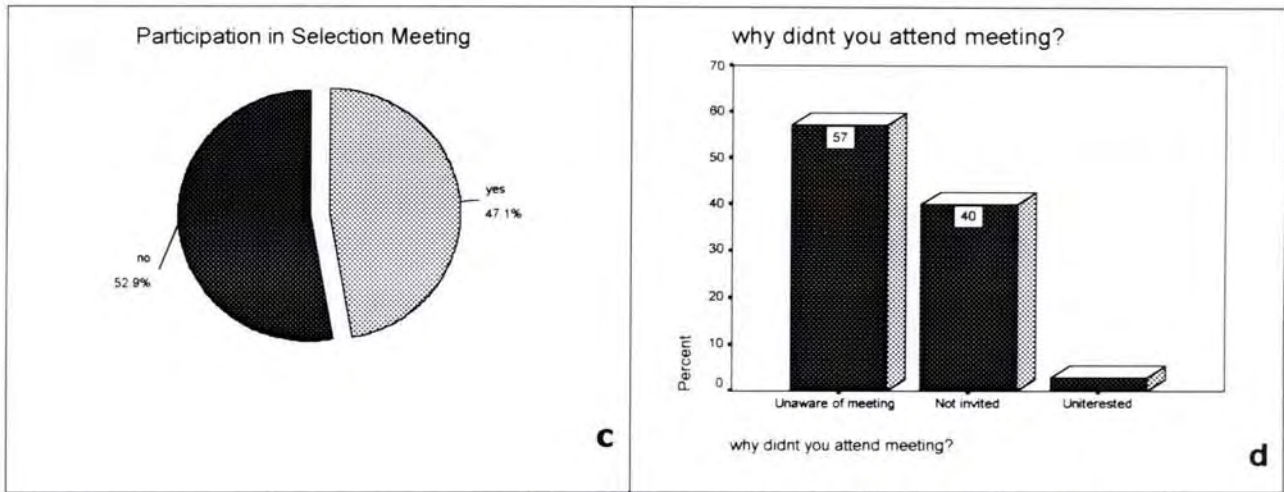
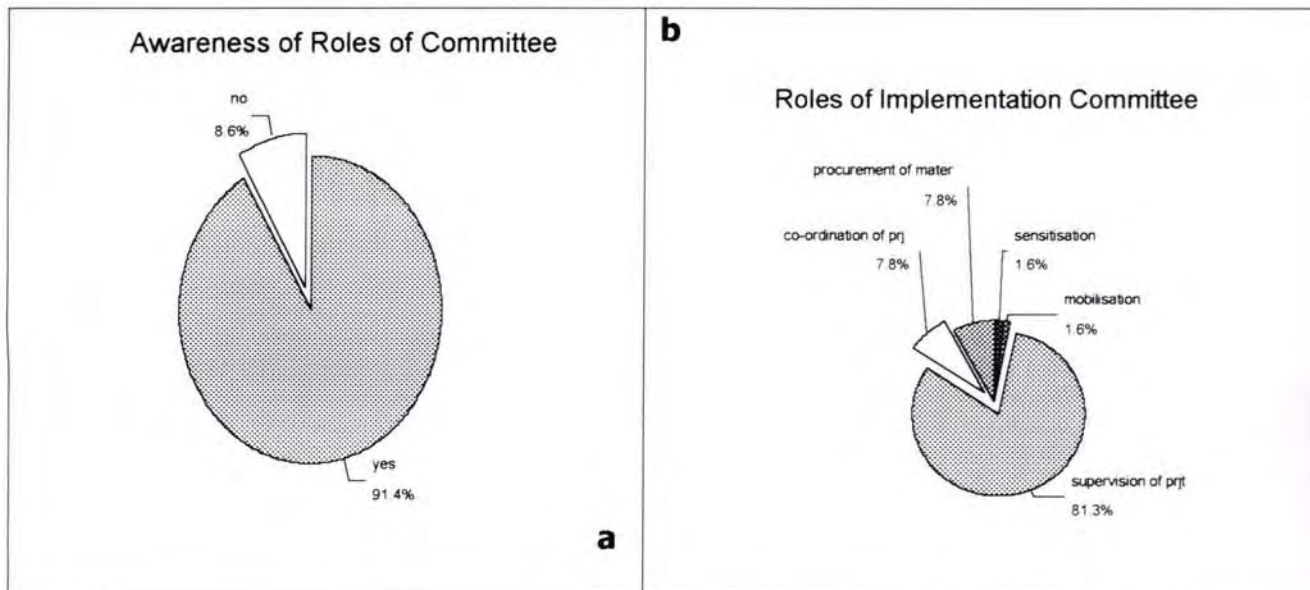


Figure 6 a-d: Selection process of the Micro project Implementation committee

4.1.6. Roles and performance of the micro project implementation committee

Over ninety participants indicated that they were aware of the role of the micro project implementation committees, which include supervision of project (80 %), coordination (8 %), Procurement (8 %), mobilization and sensitization. Ninety-eight percent participants perceive that the committee has successfully fulfilled its role. However, where they have failed, lack of community support and lack of knowledge of the micro project have been the main impediments (Figures 7 a-d).



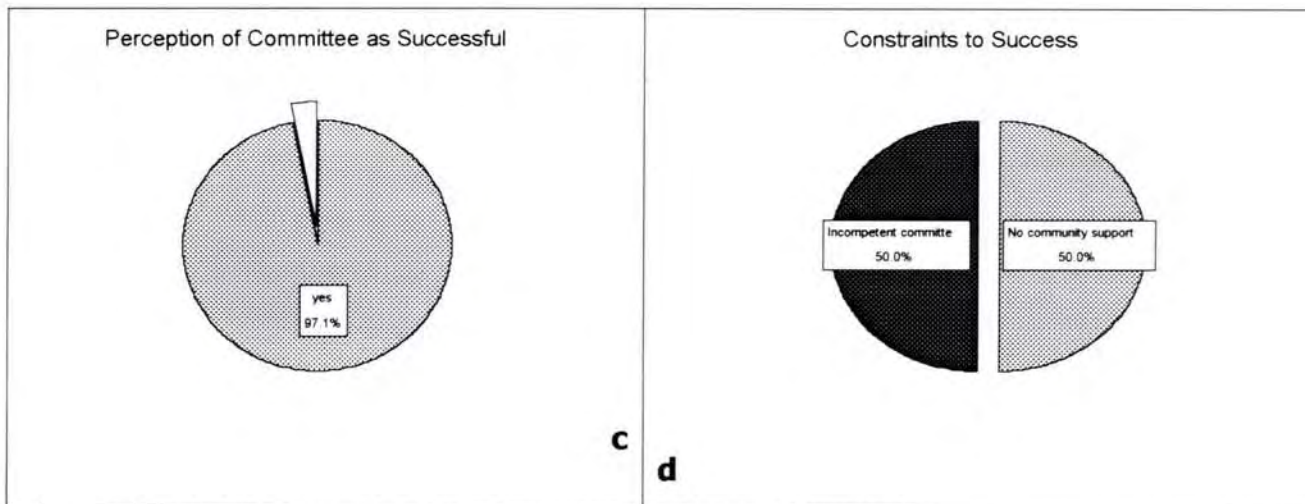
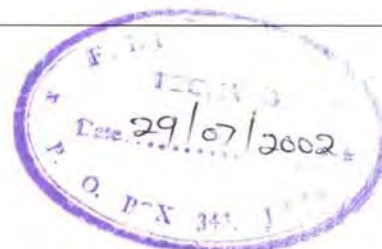
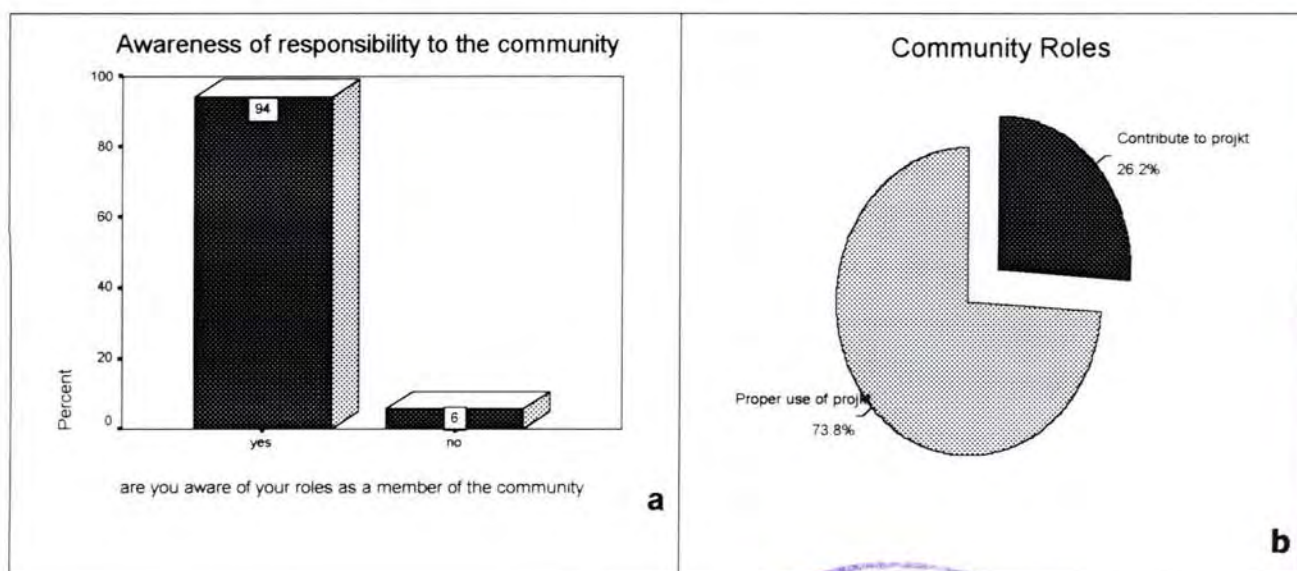


Figure 7 a-d: Micro project Implementation Committee Roles

4.1.7. Participatory role of the participants

Ninety-four percent participants were aware of their responsibility to the community as far as the micro project is concerned. These roles include responsible use of project once completed (78 %) and contribution towards the construction and sustainability of the micro project (28 %). Already 50 % participants indicated that they have participated in putting up the micro-project by giving their labour (66 %) and contributing money (26 %), among others. Those who did not contribute to the project were generally not aware or not around by the time of implementation but a few indicated that they were not interested and could not afford (Figure 8 a-e).



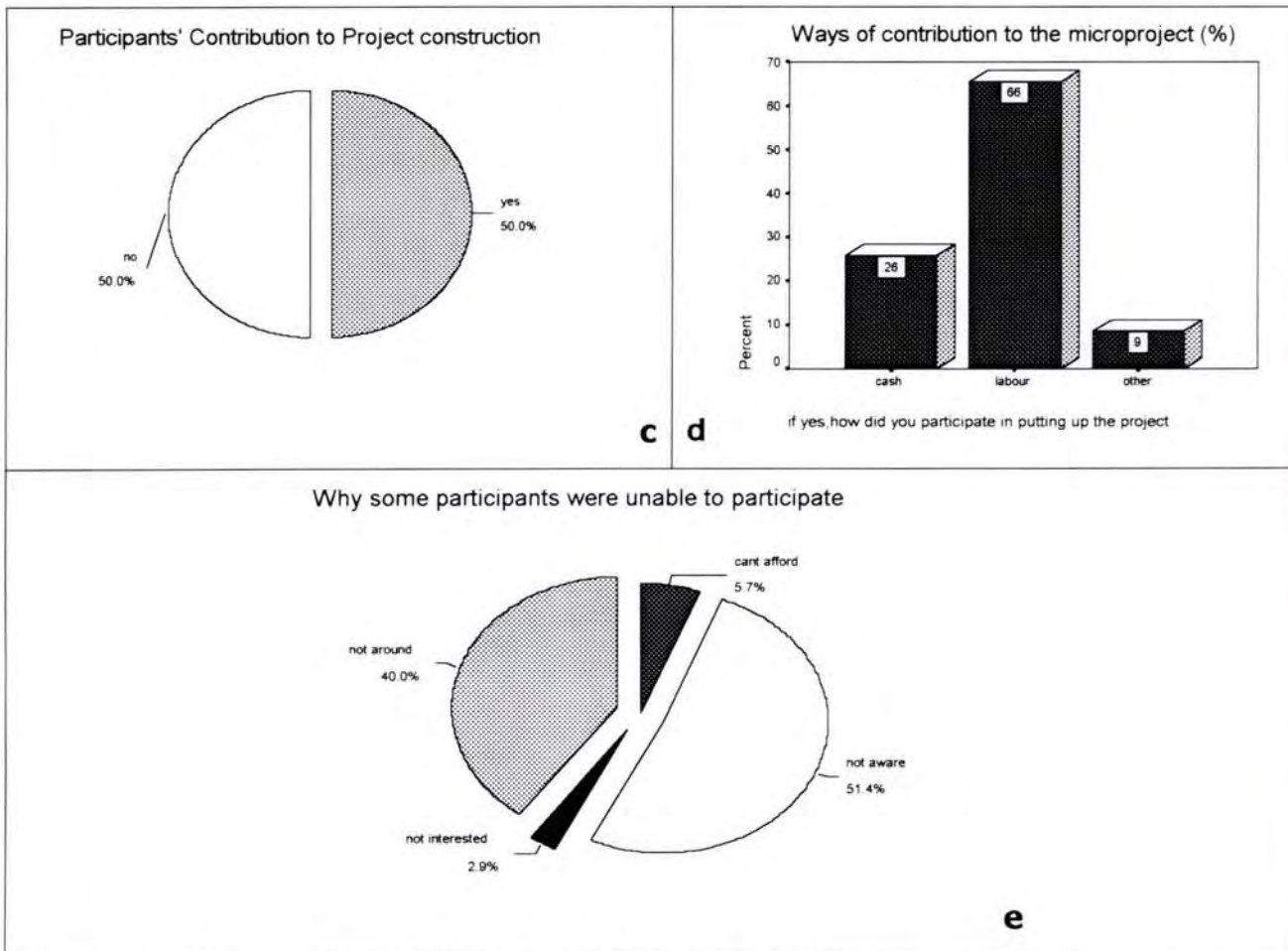
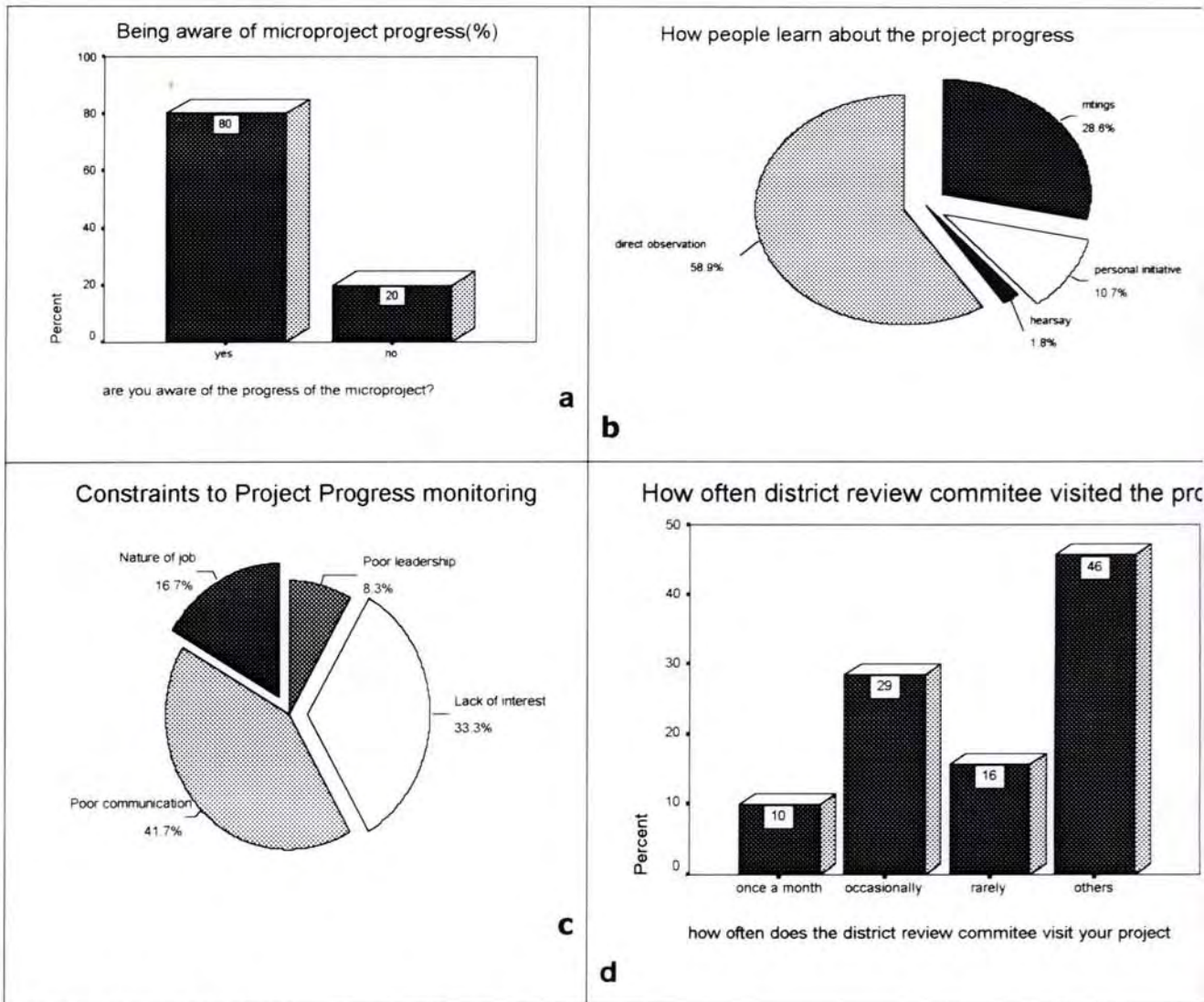


Figure 8 a-e: Community responsibility to the Micro project

4.1.8. Micro-project Monitoring

Eighty percent participants are aware of the progress of the micro project.

Direct observation/involvement (60 %), meetings (30 %) and curiosity are the main ways through which progress is normally ascertained. For those who are not aware of the progress, they put the blame on poor communication (37 %), lack of interest (30 %), nature of their job (15 %) and poor leadership (8 %) among others (Figures 9 a-d).



Figures 9 a-d: Progress monitoring by participants

4.1.9. Problems faced during the process of the micro project implementation

Problems encountered relate to every particular situation and were mainly logistical. Inadequate funding, inadequate facilities like tanks, toilets and fish handling/processing racks were highlighted. Expensive inputs/materials made it difficult to achieve desired outcomes (See Table 2).

Table 2: Problems faced during implementation of Micro projects (%)

Problem	Percent
Bridge not complete	8.6
Limited funds	12.9
Materials expensive	4.3
Materials not enough	2.9
Few toilets and misused	10.0
Inadequate tanks	7.1
None	2.9
Poor sanitation	4.3
The racks are few	7.1
They are expensive	1.4
Transport problems	2.9
Total	100.0

The participants felt that some of the problems were caused by inflation (18.6 %), high illiteracy levels (13.9 %), slow release of funds (11.6 %), corrupt leaders and poor community participation among other reasons (Table 3).

Table 3: The Underlying Causes of the Problem

Problem	Percent
Illiteracy	13.9
Inflation	18.6
Poor community Participation	4.7
Corrupt leaders	7.0
Slow release of funds	11.6
Others	44.2
Total	100.0

Other pertinent problems relate to the management and administration of the micro project funds.

Table 4: Why some projects were not completed

Reason	Percent
Lack of district support	2.7
Slow disbursement of funds	35.1
Budget deficit	45.9
Others	16.2
Total	100.0

Huge budgetary deficits (46 %), slow disbursement of funds (35 %) and lack of district/local government support were seen as responsible for some micro projects stagnation, among others.

4.1.10. Community benefits from the Micro project

The most prominent benefits are improved sanitation (33 %), improved fish quality (28 %) and safe drinking water (26 %)(Table 5).

Table 5: Community Benefits from Micro project

Benefit	Percent
Improved price of fish	9.8
Improved fish quality	27.5
Increased income	2.0
Safe drinking water	25.5
Improved sanitation	33.3
Diseases reduced	2.0
Total	100.0

Others include improved fish price (10 %), better quality of water and general sanitation leading to better incomes and good standard of living.

4.1.11. Way forward for Sustainability of the Micro projects

In order to ensure completion of the project the participants suggested that more funds be released/sourced out to facilitate the implementation.

Suggestions towards completion of Project

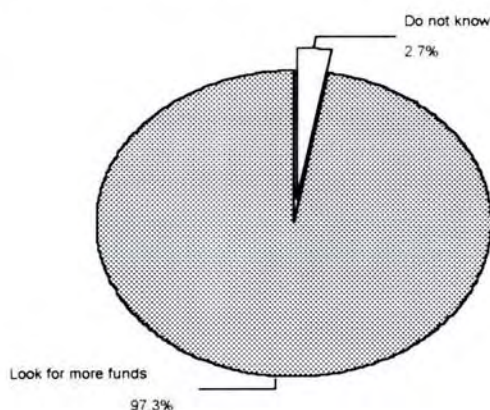


Figure 10: Suggestions given for way forward

To ensure sustainability of the Micro projects there should be commitment from community to make contributions (63 %), communal/participatory activities be encouraged (13 %), local government help in supplementing project funds and training and regular meetings be encouraged.

Table 6: Sustainability of the Micro projects

Suggestions	Percent
Make contribution	62.9
Local government contribution	4.3
Training	1.4
Communal activities	12.9
Regular meetings	1.4
Other	17.1
Total	100.0

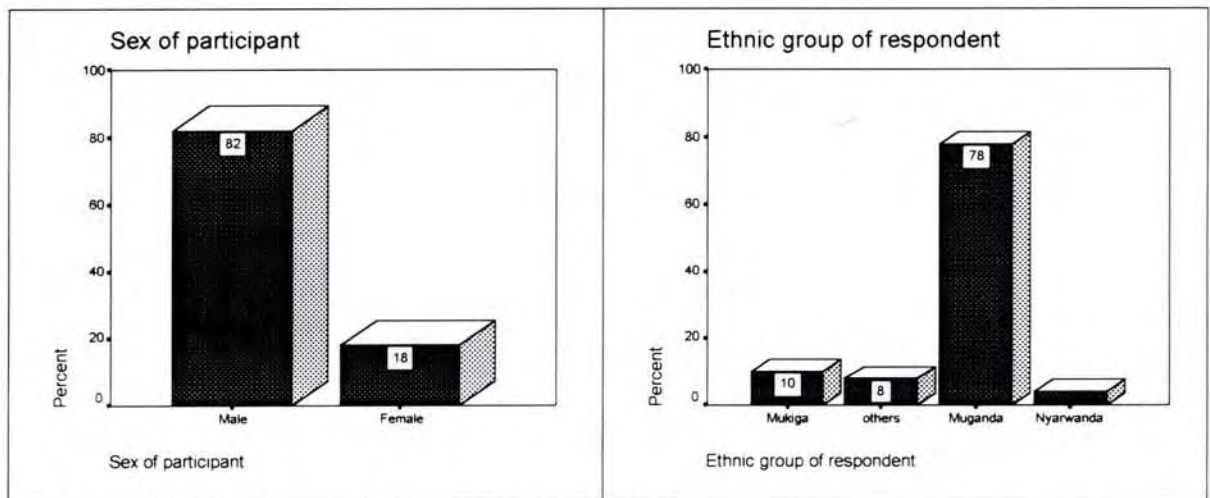
4.2. Micro projects in Kampala and Wakiso Districts

Table 7: Microproject available in the area and corresponding respondents

		Frequenc	Percent	Valid Percent	Cumulative Percent
Vali	Sanitary facility handling	11	22.	22.	22.
	Sanitary	14	28.	28.	50.
	Fish handling	25	50.	50.	100.
	Tota	50	100.	100.	

4.2.1. Socio-demographics

Males respondents (82%) dominated compared to women (18%) because most women were reluctant to be interviewed. Baganda (78 %) are the major participants on the project. Other tribes include Bakiga, Nyarwanda and others on a very small scale (Figures 11a-b).



Figures 11a-b: Sex and tribe of respondents

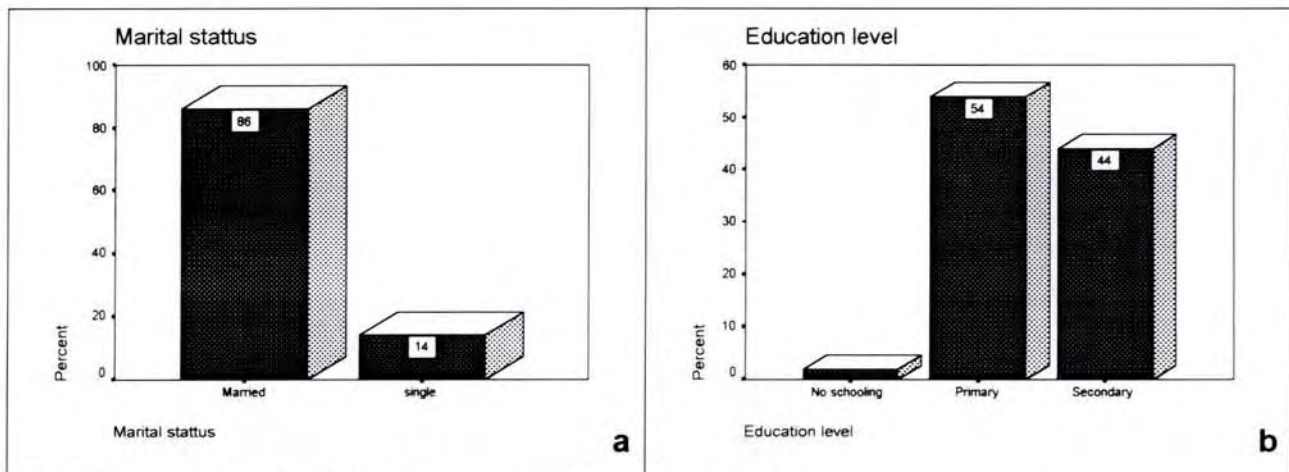
The respondents were all above 18 years with the mode of 30 years and mean of 32 years. They have lived at the landing site for at least one year, the mode being 3 years and median 6 years

Table 8: Socio-demographics- Age and Years at Landing

	AGE	Years at landing
N		
Mean	32.6000	7.3469
Median	31.5000	6.0000
Mode	30.00 ^a	3.00 ^a
Minimum	18.00	1.00
Maximum	53.00	29.00

a. Multiple modes exist. The smallest value is shown

The participants were mostly married (86 %) and almost all have had some formal education—primary (54 %) and secondary (44 %) (Figures 12 a-b).



Figures 12 a-b: Marital status and education level

The participants were mostly fish traders (40 %) and retail traders (28 %). Others are fishers (14 %), transporters (8 %), crewmembers and fish processors respectively.

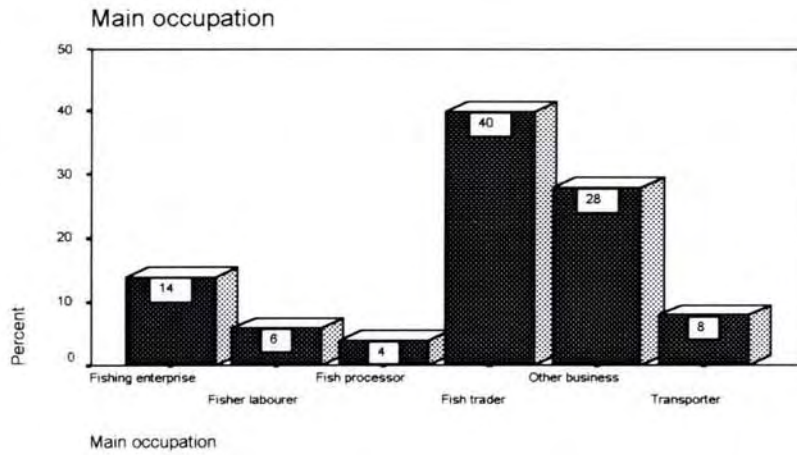
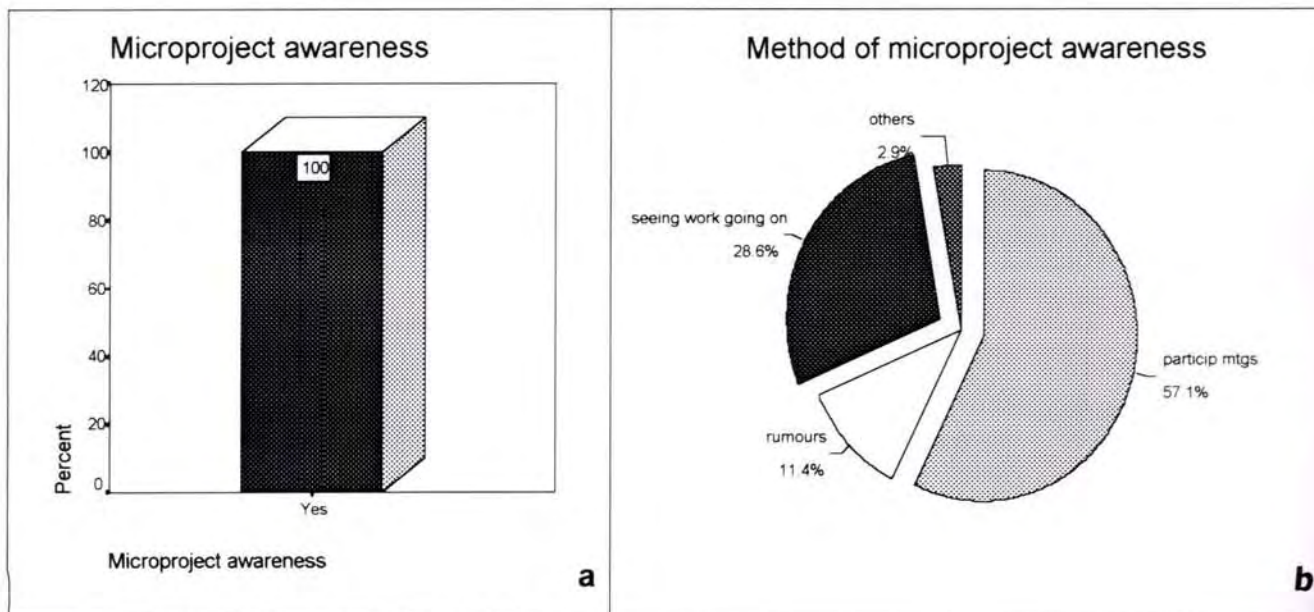


Figure 13: Occupation of Participants

4.2.2. Micro project Awareness by respondents

All the respondents acknowledged that they were aware of the micro project and they got to know through attending community meetings (57.1 %), by observing micro project activities (28.6 %) and others through rumours (11.4 %) (Figures 14 a-b)



Figures 14 a-b: Micro project awareness

4.2.3. Problems Prior to Micro project Establishment

Poor sanitation (29 %) and poor fish handling structures (29 %), lack of access roads (24 %) and lack of safe drinking water (18 %) were the main problems affecting the communities before the micro project was established (Figure 15).

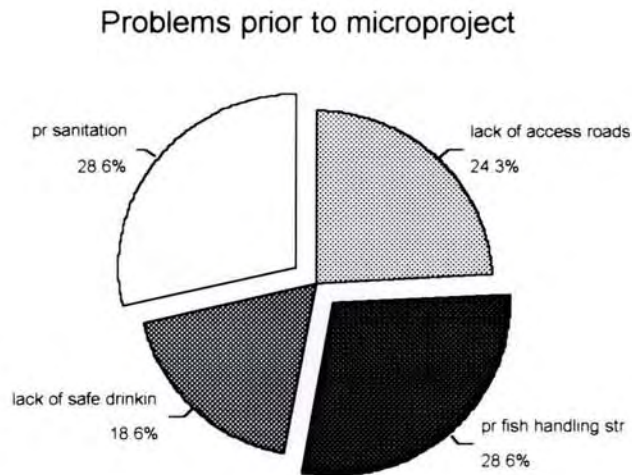
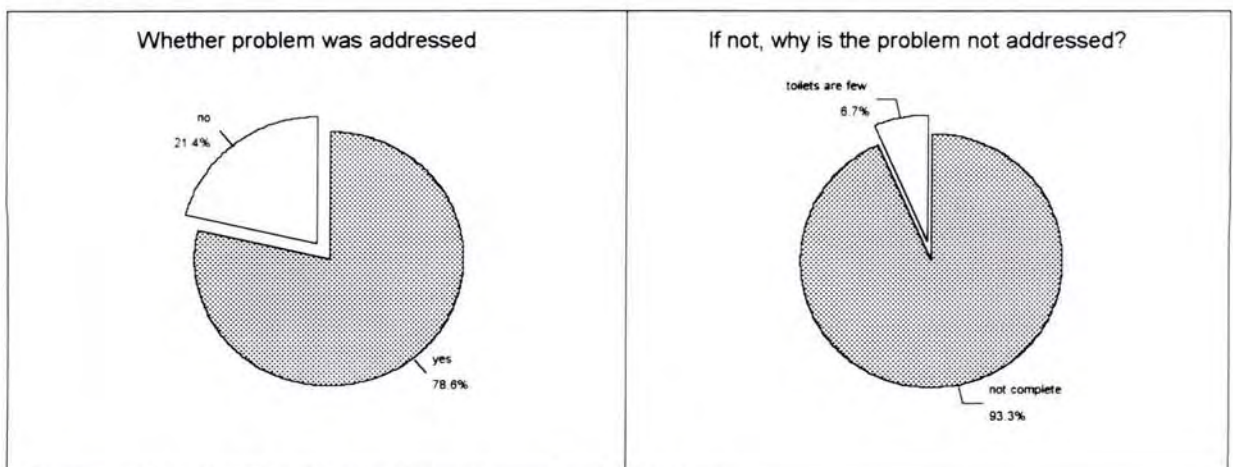


Figure 15: Problems prior to Micro project implementation

Seventy nine percent respondents believe the problems were solved by the micro project established although 21 % think their problems have not yet been solved because the projects is not completed (93 %) and toilets are still very few (7 %) (Figures 16 a-b).



Figures 16 a-b: The State of the identified Problem

The micro projects encountered are on fish handling structures (50 %), sanitary facility (28 %) and the combined sanitary facility and fish handling structures (22 %).

Some respondents who had access to toilets prior to establishment of micro project noted that the condition of the toilets were so poor (36 %) with only a few being in a fair state. They further indicated that this led to people using alternative means (bush and water), which resulted in deterioration of hygiene (22 %) (Figure 17 a-b).

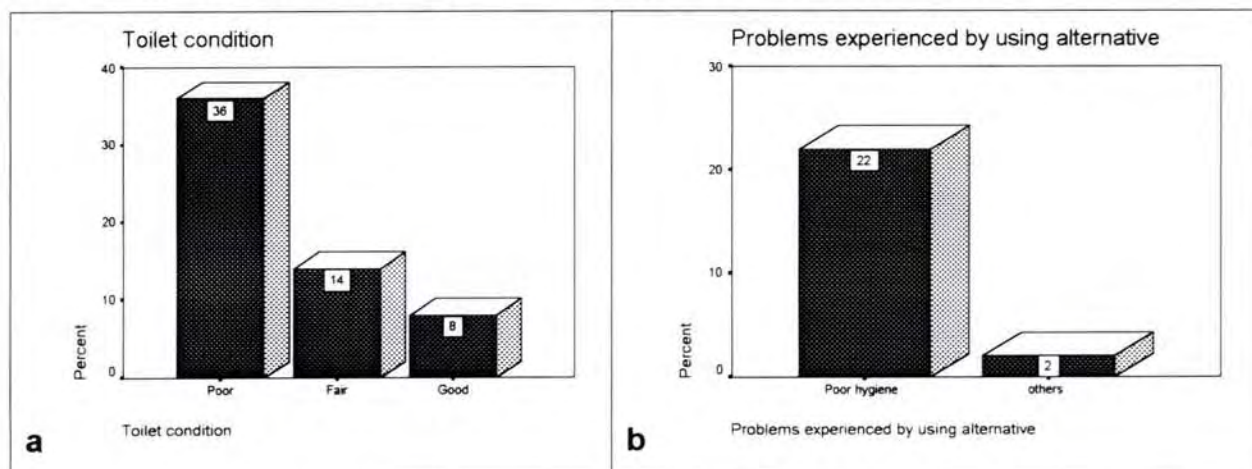


Figure 17 a-b: Toilet condition and the inconveniences

Fish handling- racks (48 %) and slabs/raised platforms (18 %) were the commonly used but largely in poor state (42 %) prior to micro project establishment (Figure 18 a-b).

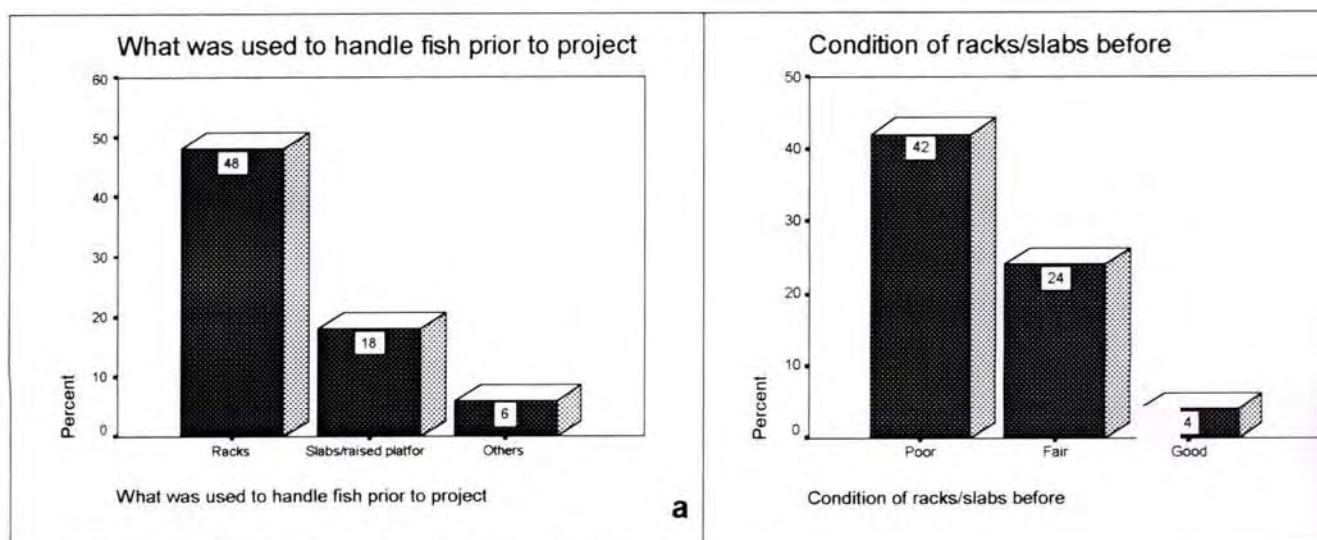


Figure 18 a-b: Fish handling facility prior to project

Many respondents had access to racks (48 %), slabs/raised platform (18 %) prior to the micro project however; these facilities were largely in poor state (42 %), fair (24 %). Most 48% respondents had access to facilities despite of there poor state.

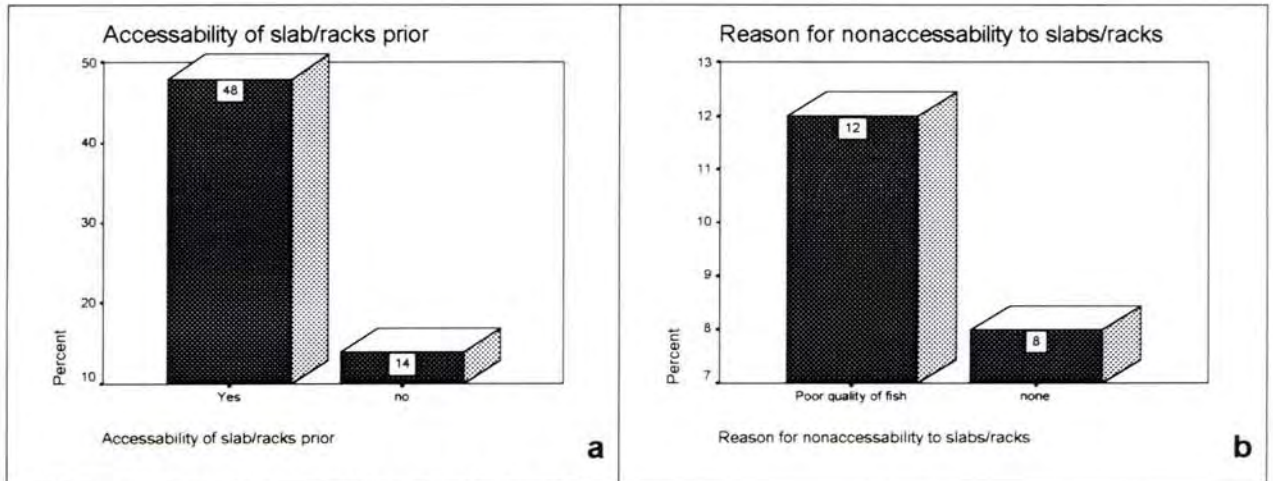


Figure 19 a-b: Accessibility to the facility

4.2.4. Micro project planning process

Participants were mainly informed about micro project planning during beach community meetings (40%), messages passed on by beach community leaders (26%).

Table 9: How participants were informed of Micro Project

	Frequenc	Percent	Valid Percent	Cumulative Percent
.	1	2.0	2.0	2.0
Beach community	20	40.	40.	42.
Messages handed leade	13	26.	26.	68.
Through Department	2	4.0	4.0	72.
Not	11	22.	22.	94.
other	3	6.0	6.0	100.
Tota	50	100.	100.	

4.2.5. Micro project identification and selection process.

Most community members (58%) mentioned that they were not involved in the identification process because they were either not available (30%) or, unaware of the meeting (28%). Selection of micro project type was based on the critical priority needs

of the community and was done by voting. Only 26% of the respondents voted for the micro project. However, the majority (72%) of respondents who did not participate in voting were not available (48%) during the selection time. Nevertheless, they were contented with the selected micro project (74%) (Figure 19 a-e).

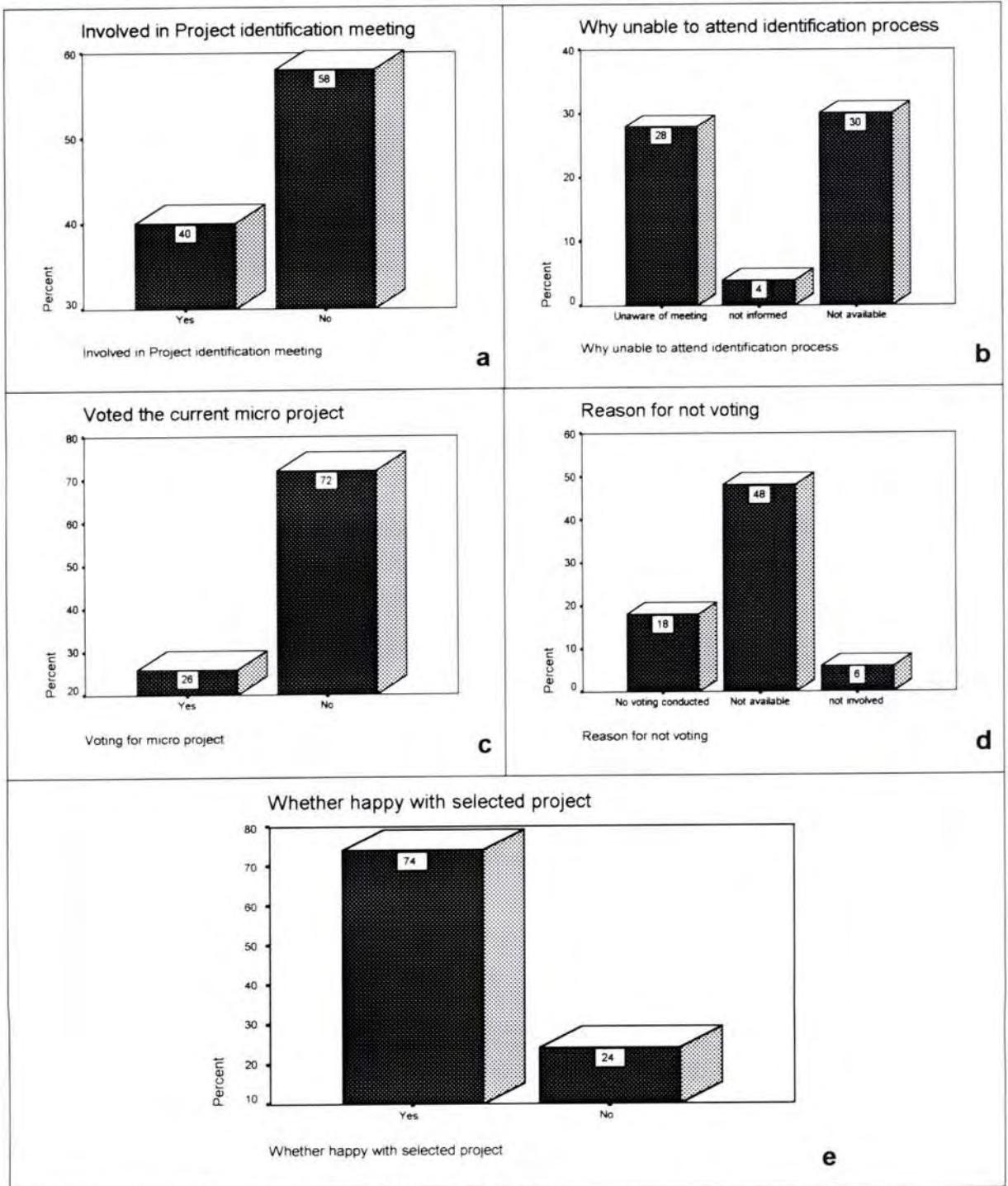


Figure 19 a-e: Project Identification process

4.2.6. Selection of Project Implementation Committee

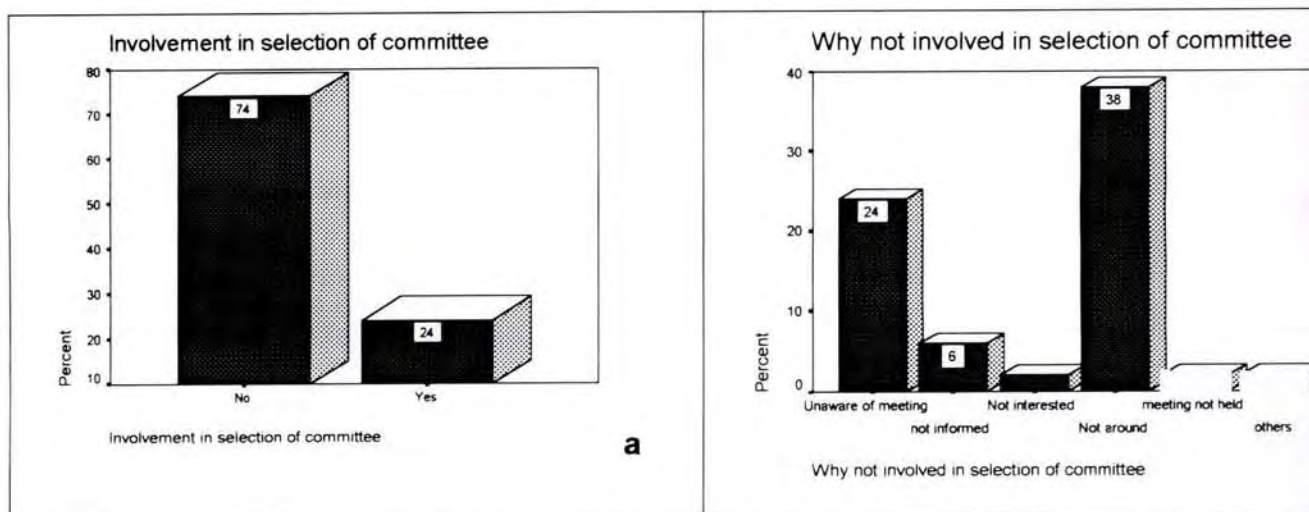
56% of the respondents did not know the method used for selecting the micro project implementation committee. This was probably because they were not available at the time of project initiation as earlier indicated. However, some respondents 24% indicated that the selection was carried out during beach community meetings (Table 10).

Table 10: How project implementation committee was selected

	Frequenc	Percent	Valid Percent	Cumulative Percent
.	1	2.0	2.0	2.0
Beach community	12	24.	24.	26.
Appoitment by	3	6.0	6.0	32.
Unknown	28	56.	56.	88.
by	5	10.	10.	98.
other	1	2.0	2.0	100.
Tota	50	100.	100.	

4.2.7. Participation in Selection of Implementation committee

Few respondents (24 %) were involved in the implementation committee selection because the large number of respondents (74 %) were not around during the project initiation. Most respondents (58 %) indicated that they were aware of the roles of the Implementation committee (Figure 20 a-d).



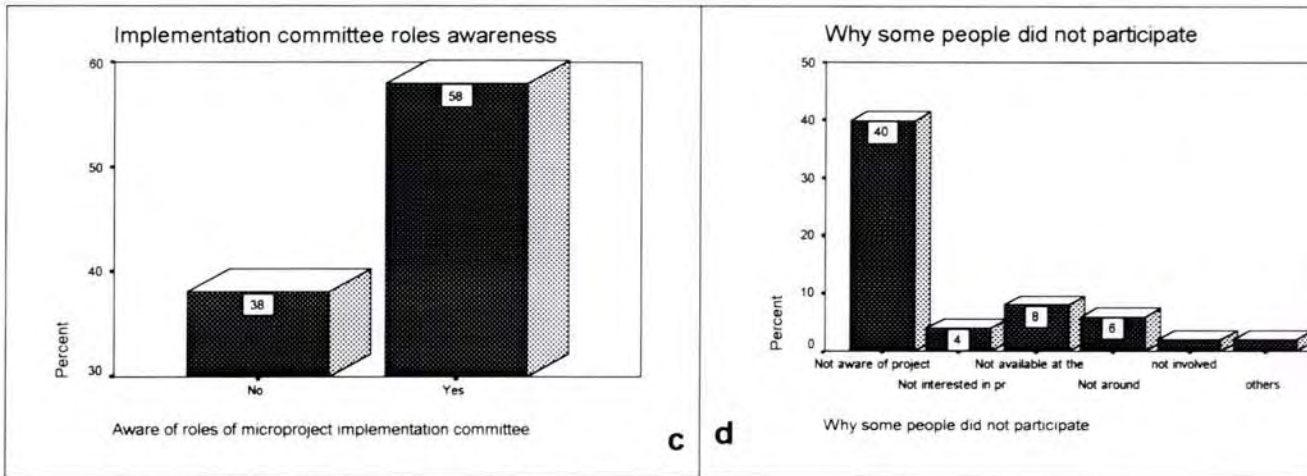
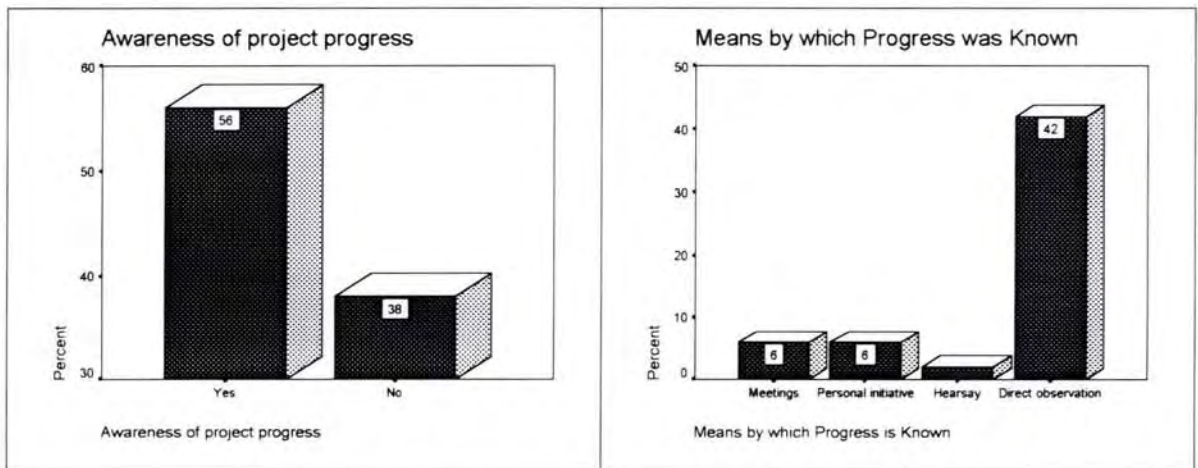


Figure 20 a-d: Selection process and Roles of the Micro Project Implementation Committee

4.2.8. Micro project progress Monitoring

Fifty six percent of the respondents indicated that they were aware of the progress and; this was achieved through direct observations (42 %), meetings, personal initiatives and hearsay (Figure 21 a-c).



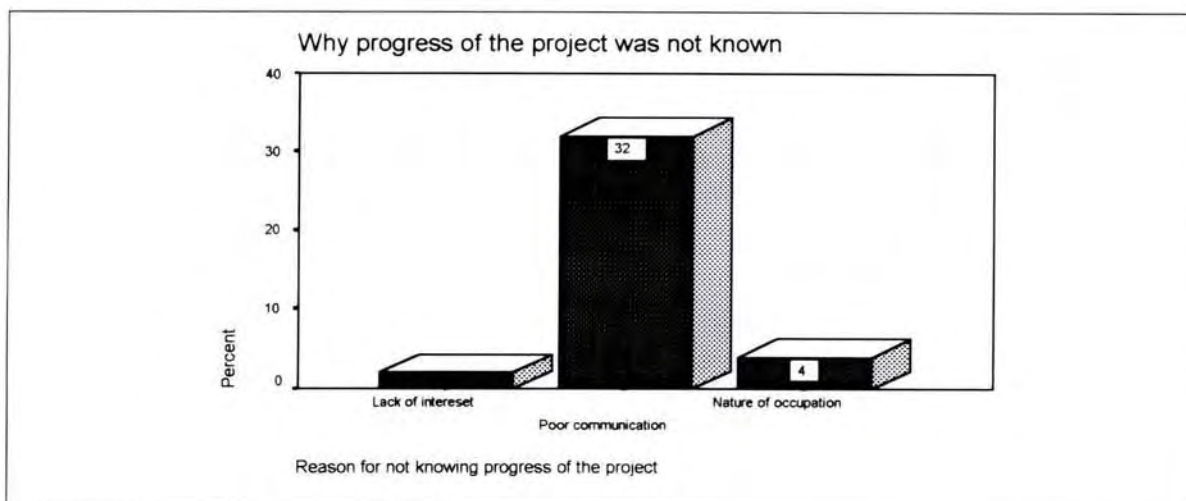


Figure 22 a-c: Micro project progress monitoring

4.2.9. Expected Benefits from the micro projects.

The community had expected to have the quality of fish improved (40%), improved sanitation and fish quality (30%), improved sanitation (28%) and increased market demand for fish respectively. 54% of the respondents indicated that they had already started benefiting from the micro-project. 44% of the respondents were of the view that they had not benefited because the facilities were not in use (24 %) and because the project was not yet completed (14 %), among other reasons (Table 11, Figure 22 a-b).

Table 11: Expected benefits from the micro-project

	Frequency	Percent	Valid Percent	Cumulative Percent
Improved sanitation	14	28.	28.	28.
Improved sanitation and fish quality	15	30.	30.	58.
Improved fish quality	20	40.	40.	98.
Increased market demand for fish	1	2.0	2.0	100.
Total	50	100.	100.	

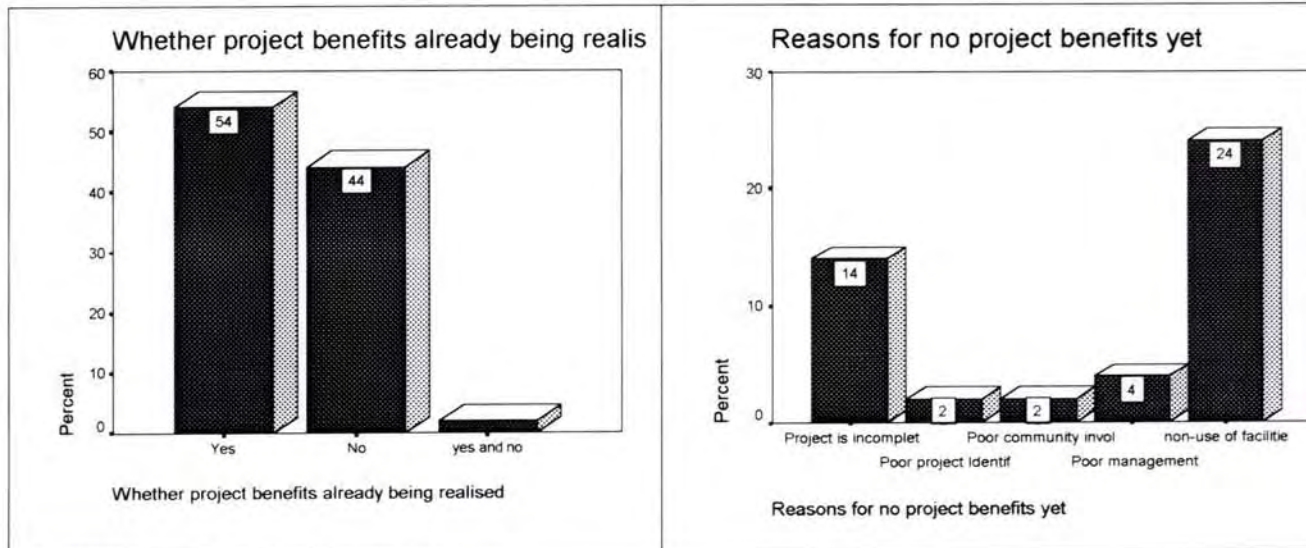
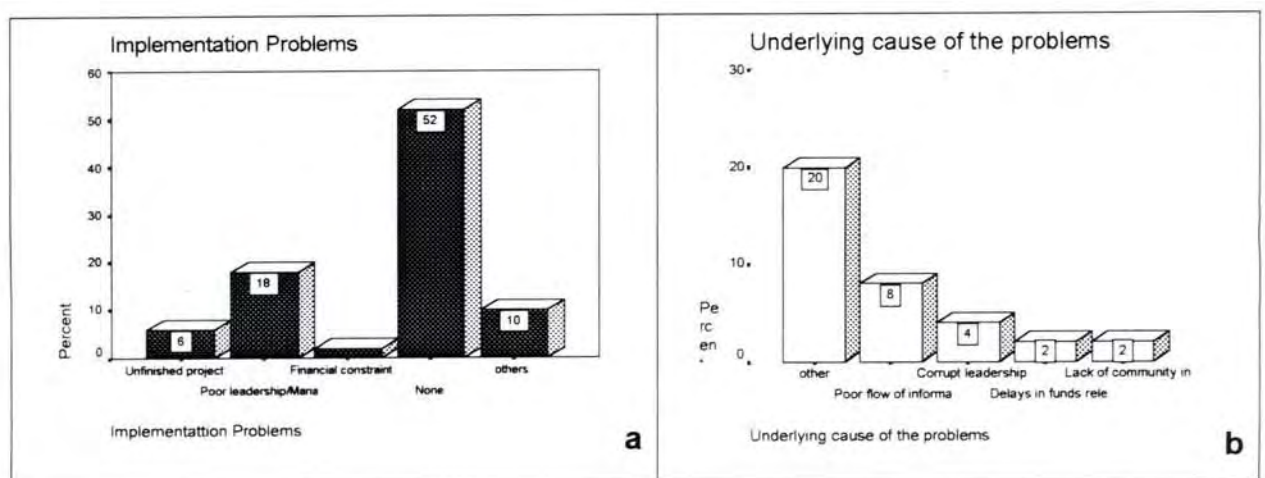


Figure 22 a-b: Project benefits

4.2.10. Problems faced during the Implementation of Micro project

Although 52 % respondents indicated that they experienced no serious problem, others had experienced poor leadership/management (18 %) and financial constraints among other reasons. Most of the problems experienced had been at project completion (20%), project implementation (10%) and project preparations (6%) respectively.

The participants 28% indicated that most of the problem had not been solved but some (8%) did not know what was happening about the problem (Figure 23 a-d).



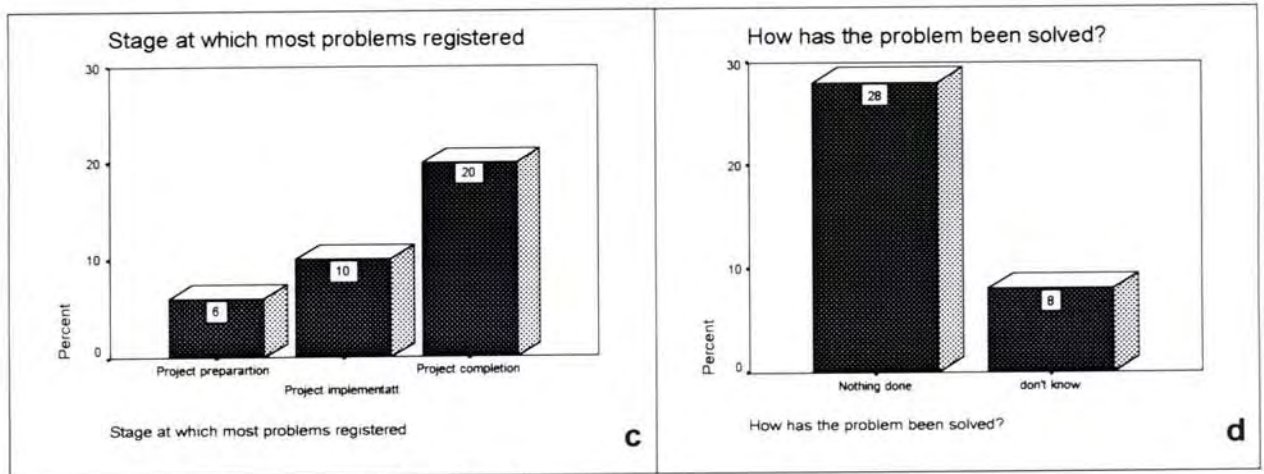


Figure 23 a-d: Implementation Problems

4.2.10. Sustainability of micro projects

Table 12: Suggestions for Project sustainability

	Freque	Percent	Valid Percent	Cumulative Percent
	1	2.0	2.0	2.0
Make cash	26	52.	52.	54.
Strong involvem	4	8.0	8.0	62.
Local contributi	3	6.0	6.0	68.
Encourage regular	7	14.	14.	82.
Traini	1	2.0	2.0	84.
don't	8	16.	16.	100.
Tota	50	100.	100.	

The participants suggested that in order to ensure sustainability of the micro project cash contributions (52 %) should be made by the community, encouragement of regular meetings (14 %) and strong involvement of the community (8 %) is important. Others suggested that local government should show their commitment by contributing funds and other resources towards the success of the micro project and that all those involved in the implementation should be given relevant training to build their capacity and capability.

5.0. Conclusions and Recommendations

Conclusion:

The LVEMP Micro-projects used a participatory approach for the Construction and rehabilitation of facilities by involving communities in the identification and management of works and; promoted self-help mechanisms, increased the sense of community ownership, promoted greater cohesion among members, and set the foundation for future social investment fund operations.

However, during the course of the project, the Micro-projects implementing committees experienced numerous administrative, organizational, financial and other challenges and had to address many issues and problems to do with lack of Clarity of Role of the Institutions Support Unit, limited Community Participation beyond Project Identification and poor Quality of Works. Some of these issues remain and pose a challenge to the project sustainability

The implementation of the LVEMP Micro-projects has clearly demonstrated the critical need to improve project sustainability through a comprehensive framework encompassing strong institutional support from the LVEMP secretariat/Fisheries Resources Department/Local Government, effective systems and procedures, and greater involvement of the key stakeholders.

Recommendation

1. There is need to restructure the Organization of the LVEMP Micro-projects to meet the institutional challenges and evolving needs of the project by strengthening Micro projects/Community participation subcomponent as an Institutional Support Department: This department would closely integrate key support functions of the LVEMP Micro-projects program focusing on institution building at the local level to ensure effective coordination and implementation with regard to community outreach and promotion of micro projects at the community level; training and technical assistance to local governments, community associations, and contractors; and Monitoring and evaluation of key studies and reports.

The New Areas of Responsibilities would include carrying out institutional and social assessments at the community level; assessing capacity needs at the local level; mobilizing and coordinating relevant technical assistance to meet training needs; assessing the impact of technical assistance and training programs; implementing effective mechanisms for stakeholder participation and information dissemination at the local level; establishing regular working level contacts among line ministries, NGOs, donor agencies, and Bank project management units; data gathering from the relevant Micro-projects, analysis, and formulation of progress reports.

2. The quality of works could be improved if the accountability of LVEMP Micro-projects management in the effective delivery of its services at the local level focusing on quality of works is enhanced. This can be done by

- Recruiting qualified firms to monitor and supervise quality of works and establish an effective network of supervisors;
- Subcontracting technical designs to licensed institutions or qualified individual consultants;
- Developing technical specifications for each micro project type and distribute them to IAs, contractors and local supervisors;
- Including technical specifications in bidding documents;
- Providing training to Follow-Up engineers in areas covering Norms and Standards and Technical Specifications, quality of construction for different types of works, effective workmanship, and supervision mechanisms;
- Monitoring and supervising environmental plans developed during project preparation ensuring that the construction is responsive to environmental factors;
- Estimating realistic timetables for the construction of works keeping in mind environmental and seasonal conditions; and
- Carrying out Annual Procurement and Technical Reviews.

3. To ensure Sustainability the strengthened institutional structure of the LVEMP Micro-projects should focus on institutional mechanisms to:

- (i) Improve the quality through compliance with technical standards and closer supervision;
- (ii) Develop the capacity of local authorities and community-based associations through training and technical assistance to help formulate budgets for financing operations and maintenance of completed micro projects;
- (iii) Strengthen local government and community involvement in the design, implementation, and maintenance of micro projects; and
- (iv) Provide training to LVEMP Micro-projects staff and to members of the IAs in:
 - a) Basic concepts of sustainability;
 - b) How to operate sustainability;
 - c) Preparation of sustainability plans;
 - d) Financial implications, methods of financing operations and; maintenance activities.

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