Independent End-Term Evaluation of Patongo Counselling Community Outreach Centre (PCCO)

January 2015

Executive Summary

This evaluation was conducted in January 2015 at the request of Network for Africa, and combined document review with qualitative fieldwork (Sunday 11 – Saturday 17 January 2015). The evaluators found the location of Patongo Community Counsellling Outreach in a historically neglected and isolated area of war-affected northern Uganda to be highly strategic; through its individual counsellling, PCCO is providing a critical service to the communities living in and around Patongo Town Council, an area in which there is great need for psychological and psychosocial interventions, but in which there are otherwise virtually no other such services.

PCCO has grown organically from its volunteer beginnings and with significant pro-bono training input from external trainers who both helped in getting the programme off the ground and have won the trust of the counsellors. The training has enabled PCCO staff provide individual counselling and to establish groups that offer significant support benefits to their members. Life-skills training sessions provide a stepping stone for individuals in need of individual therapeutic support; the Phoenix Project has also demonstrated that there is an important relationship between mental health and livelihood support and, over the lifetime of the Project, this has resulted in increasing emphasis on post-conflict livelihoods recovery to complement more direct work on war-related trauma. PCCO's work with groups has combined growing attention to livelihoods with major gains in terms of community capacity to recognise and manage severe symptoms of trauma such as suicidal ideation.

The deployment of PCCO counsellors at the Health Centre III has had enormous positive impact in the lives of community members living with HIV/AIDS and enhanced the work of Patongo Health Centre officials.

In terms of organisational development, PCCO has a young Director and Management Team that need to be both supported to develop systems and procedures *and* thrown in the deep end in terms of decision-making. The critical nurturing role played by Network For Africa to date should continue in a manner that promotes the growth of the Management Team's decision-making and collective ownership of organisational decisions by all members of the Management Team. In the opinion of the evaluators, PCCO is now at a point in its growth and development where the Board, that has played a critical nurturing and 'hands on' role to date, can now build focus on its oversight and governance functions and reduce its involvement day-to-day.

The evaluation found a capacity gap in data capture and storage, as well as related Monitoring and Evaluation functions, and this requires urgent attention if PCCO is to strengthen and expand the geographic and advocacy scope of its work, as the evaluators believe it should aim to do. Indeed, with further strengthening of systems, procedures and management, PCCO is well positioned to expand its operations to more remote and even more under-served areas of

Agago district, and to make a strong contribution to addressing the psychosocial impacts of decades of conflict in northern Uganda.

Introduction

Patongo town council, Agago district is a forgotten corner of one of Africa's longest standing insurgencies. At the height of the LRA-Government of Uganda conflict (1988 – 2006), it became home to one of Uganda's largest IDP camps; it's population swelled from 6,500 to 65,000, second only to the largest camp in the region, Pabbo.

With the ending of armed conflict in 2006, a gradual process of physical return began, and much of the IDP population has now returned to areas of origin. The process of psychological and economic recovery, however, still has a long way to go.

Compared to similar sized neighbouring towns such as Kitgum and Pader, Patongo Town Council, where the project being evaluated is located, is severely underdeveloped; indicators include that the authorities do not have their own offices or computers, there is no direct bus service to Patongo, and there is only one established hotel.

While at the height of the insurgency the town hosted a handful of international NGOs, these have now largely withdrawn their services, leaving the area heavily reliant on a small number of young but growing local organisations that are concentrated within the town council and presently lack the capacity to reach the outlying sub-counties. Patongo Community Counselling Outreach (PCCO) is one of these, and the only one with a focus on counselling and income generation. In 2011 PCCO, through Network for Africa, was awarded a three-year grant from the Baring and John Ellerman Foundations, with the primary aims of tackling the long-term effects of the northern war through counselling and psychosocial support.

This end-term evaluation was commissioned to review the achievements and challenges faced by PCCO in the course of implementing this project ("Patongo Phoenix Project") from 2011-2014, and also to assess the organisational development process to date, particularly as the organisation begins its transition from a locally registered Community Based Organisation to a nationally registered and recognised Non-Governmental Organisation with the potential to scale-up its activities beyond the confines of the Town Council and into the otherwise untouched sub-counties of Agago District.

Methodology
Evaluators' profile: The evaluation team consisted of Chris Dolan and Onen David Ongwech.

Chris' PhD from the LSE focused on the war in northern Uganda (1986-2006) and since 2006 when he became Director of the Refugee Law Project, an out-

reach project of the School of Law, Makerere University, he has deepened his knowledge of the area and the conflict-related trauma and livelihoods issues being addressed by PCCO. He has also conducted numerous evaluations in the region.

Onen David Ongwech is a trained psychologist who was born and grew up within the context of the northern Uganda insurgency. He has amassed considerable experience of trauma-counselling in his work with both refugees and internally displaced persons, and as Programme Manager for the Refugee Law Project's Gender and Sexuality Programme, he has extensive organisational development experience to draw on.

Document Review: The evaluators were given a range of PCCO related documentation to review prior to fieldwork (see Annex e)

Fieldwork was conducted from Sunday 11 – Saturday 17 January 2015, and involved a combination of data collection methods with PCCO staff, beneficiaries and external stakeholders.

PCCO Staff
A three hour evaluation inception meeting was conducted at which the majority of staff and one board member were present.[1] During this the staff were requested to draw an organogram of the organisation (see picture 1), and to map out the external stakeholders related to the different areas of PCCO's work. The evaluation time-line was also reviewed and different staff members were tasked to set up group meetings and individual interviews with beneficiaries and key stakeholders.

A combination of individual and group interviews were conducted with all PCCO staff with the exception of the two guards and the office assistant. In all individual interviews the team asked for consent to record the discussion in writing or using a digital recorder. In several instances the respondent requested that only notes be taken. All staff were invited to contact the evaluators at the hotel if there were any issues that they wished to discuss outside the formal evaluation interview.

In addition to interviews, a focus group was conducted with 15 counsellors, and this began with a role-play by the counsellors to illustrate how group counselling is conducted.

Data collected under Monitoring and Evaluation was reviewed, as were counselling notes, key financial records, including payroll and requisition systems.

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[1] 2 key members of the management team (the Programme Officer and the IGA Officer) are presently on part-time contracts and are not in the office Monday, Tuesday, Wednesday, and were therefore not present at the meeting. It should also be noted that the IGA officer was also not present at the evaluation de-brief on Friday, with no apology offered.

Analysis of face-to-face interactions was supplemented with data from two major tools including Achievement Rating Scale (ARS) and Organisational Capacity Assessment Tool (OCAT). All management team members were requested to fill it, and it was also given to 10 randomly selected counsellors. (See annexes).

A two-hour debrief of key findings was conducted on Friday 16th January for all staff, three Board members, and the Executive Director of Network For Africa. A first draft of the report was shared and discussed with the Executive Director and the CEO of Network For Africa and with PCCO.

Beneficiaries
The evaluators visited four of the groups working with PCCO. Two of these existed prior to the Baring and John Ellerman Foundations project; two had been established as a result of the funding. In the case of the last visit, the two groups that had been established were represented, together with two new groups that had arisen out of the Baring and John Ellerman-funded ones. In each meeting approximately half the membership of the respective groups were present (15/30). In total, therefore, the team interacted with six groups, a total of approximately 90 beneficiaries.

Additionally, four in-depth interviews were conducted with direct beneficiaries of individual counselling. These were largely conducted in Acholi, with direct translation into English.

External Stakeholders
Key informant interviews were conducted with a church leader, a clan leader, the LCIII of the Town Council, the Community Development Officer (CDO) and the Senior Nurse at the ART Clinic of the Patongo Health Centre. Additional information about the history of the project was given by the Executive Director of Network For Africa on the last day of the fieldwork.

Observations on the methodology: The PCCO offices were undergoing renovation at the time of the field visit, creating some space constraints. It was also evident that the renovation had resulted in files being misplaced, causing some delays in finding relevant documentation for review.

Given the time constraints, the interactions with beneficiaries were limited compared to those with staff. The selection of beneficiaries was done by staff themselves, with associated risk of bias. In the event, in the view of the evaluators, the selection was primarily based on logistical considerations. Despite requests from the evaluators that the staff identify one each of the following four categories (former abductee, child mother, PLWH/A, former child soldier), in the event none of the beneficiaries presented for interview fit any of the above categories. One of the four was presented as a child mother, yet had given birth when she was already well above the age of majority.

II. Programming

Individual counselling

Individual counselling is visibly important. The evaluators were given a number of case studies to consider, both by staff, beneficiaries and external stakeholders such as the Community Development Officer. In the absence of any other counselling services in the area, the PCCO staff is responding in relatively undifferentiated manner to referrals from multiple sources. One example concerned a recovering alcoholic; there was no doubt that the individual had been able to turn his life around, but there was little evidence that his alcoholism had its roots in war-related trauma as it had begun before the impacts of the war were evident in Patongo.

Such examples suggest that client identification and assessment could be more systematic. In one instance, the counsellors reported seeing someone crying in the streets and offered them counselling. As a result the PCCO team have developed breadth rather than depth of experience. Developing in-depth experience of particular categories of trauma such as child mothers, formerly abducted, former child soldiers, etc. would enhance the potential for well packaged advocacy messages.

Documentation of cases requires further work; while some records are kept, they need to be more consistently and sequentially organised and cross referenced. In the absence of more organised records, it was difficult for the evaluators to accurately assess the true pattern of cases worked with, or the numbers (when relying on individual counsellor's verbal reports of numbers counselled it appeared the numbers were relatively low, but this could not be proved or disproved in the absence of well organised documentation).

It appeared that counsellors receive relatively little individual supervision. Adherence to set counselling guidelines and procedures (e.g. writing client names on documentation that should be confidential, not filing documents carefully, keeping client details without their consent) could be strengthened to reduce risk of harm to clients, and to position PCCO strongly prior to external assessment by professional bodies such as the Uganda Counselling Association.

Recommendations
- *Review and define which categories of trauma PCCO wishes to address as priority areas*
- *Establish systematic assessment and intake procedures to ensure that clients seen fall within PCCO's priority areas*
- *Pay greater attention to raising levels of professionalism amongst counsellors. This relates to:*
  - *Conceptual training (for example, it was not clear why counsellors were working with a binary between clients with PTSD and clients with 'acute depression')*
  - *Systems training, particularly with regard to:*
    - *Opening a numbered file for every client so that the client's data can be accessed through the file number rather than their name*

> > - *(in several instances clients records were examined which used the client's name rather than a reference number for identification purposes)*
> >   - *Monitoring of how data on clients is collected and maintained; the evaluators observed counsellors in the office filling out forms intended for the beneficiaries to fill in in the field in a clear breach of confidentiality.*
> >   - *Understanding the importance of well-kept client data*
> - *Seek proper accreditation from the Uganda Counselling Association*
> - *The counselling section needs a full time person to manage. The current programme officer should be offered a full time position. If she is unable to take it, a full time person should, funding permitting, be externally recruited.*

HIV/AIDS

The Baring and John Ellerman Foundations Grant funded Phoenix Project has made a significant contribution to HIV/AIDS work in Patongo Town Council. Members of Pit-rom group, the Health Centre's ART Nurse, community members and government stakeholders all appreciated PCCO and their work at the health centre. PCCO staff offer pre and post-test counselling. They are familiar with the different ARV drug regimes and how to pack them, and they also provide filing support to Patongo Health Centre. In the interview with the ART Nurse she confirmed the importance of all these contributions and noted that on those occasions when PCCO staff are absent, this has a paralyzing effect on the work of the centre as the health centre staff are seriously over-stretched.

On asking her what she knows about PCCO, she immediately went straight to the contribution of PCCO (Excerpt below).

> **Q:** *What do you know about PCCO?*
> **A:** *PCCO is called Patongo Community Counselling Organisation. I do not know how it started but I found PCCO staff working here in the ART clinic and up to now, we are working together. They conduct pre- and post-test counselling as well as adherence counselling to ensure that clients take their drugs correctly. They (PCCO) also carry out health education under which there is positive living. They help us to do daily registration of new clients at the Centre in the ART register. They help us in picking and replacing of client's files, pre-packing of the Septrin tablets, they make them ready in the envelopes and make the dispensers' work easy. They also participate in distribution of male and female condoms and water guards. They educate the clients on condom use.*

Outside the Health Centre itself, PCCO staff have done and continue to do tremendous work in the form of home-based care and support and follow up for people who are bed-ridden, or have skipped hospital days, adherence counsellling, discordant couples counselling. There is widespread expressed appreciation of this kind of support from Health Centre officials, PCCO clients, Patongo leaders and leadership of the outreach groups. In addition, some of PCCO's work has helped people to acknowledge their health status publicly and thereby confront stigma directly.

Notwithstanding the considerable contribution to the Health Centre's work, it emerged from the interviews that there is at times a communication gap between the Health Centre officials and PCCO staff. It was noted that PCCO does not provide sufficient prior communication if and when the staff are not able turn up on particular days, including holidays and periods when PCCO is involved in other activities such as in-house trainings and end of year office closure. The ART Nurse noted that:

> A: ….they do field visits but I think it's not being done very well because most of the time, I have not received any report from them pertaining clients visited in the field, neither do they ask for lists of clients who are lost so that it guides them to follow them in the community. They do not bring back reports on the clients visited. I feel there is somehow weakness in that area of field visits.
> Q: How is the field visit arranged?
> A: Well… they should be arranging with us but it's not being done. This time, we mainly work with linkage facilitators[2] but they are as well very few and they also help us in the ART clinic

However, PCCO staff seem to be reporting to the Data Clerk of the Health Centre who is volunteering at the Health Centre and sometimes not available at work.

The ART Nurse noted that she had never been invited for any training for the one and half years she has been in that position, despite the fact that another colleague in the Health Centre (who is a board member of PCCO) received an invitation and benefited from training organised by PCCO. Providing such invitations can be an effective way of building effective relationships and the support of relevant government authorities. Furthermore, such figures can be invited to join outreach activities from time to time, to further strengthen the working relationship.

Recommendations
- *More effort is required to bridge the communication gap between PCCO and Health Centre officials, notably in the form of reporting activities conducted such as home-based care and support directly to the ART Nurse*
- *PCCO needs to include officials of the Health Centre, especially the ART Nurse in trainings and other related capacity building organised by PCCO on HIV/AIDS.*
- *PCCO to involve officials of the Health Centre especially the ART section in community outreach activities on awareness raising especially n HIV/AIDS. It was clear that the community dramas and sensitisation sessions on HIV, including radio talk shows did not have representation from the health centre, something that PCCO could benefit from.*
- *PCCO to provide a separate counselling tent to provide a safer and confidential space and to bridge the space challenge at the Health Centre. There is only one counselling room in the ART Clinic and all the counsellors have to use that space for pre- and post-testing counselling as well as adherence counselling hence breeching one of the core principles of counselling, namely confidentiality*
- *PCCO to capitalize its work on HIV/AIDS at the Health Centre IIIs*

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[2] *Different groups of volunteers working at the Health Centre*

- *PCCO to deploy permanent people at the Health Centre to provide full time support to the few and already over-stretched staff*
- *The M&E Officer could learn from the data storage and record keeping at the Health Centre*

VSLA

The interviews from four groups visited shows that there is a lot of great work being done by PCCO on Village Savings and Loan Associations (VSLA). Members clearly attributed benefits to the training on VSLA received by group members, as well as training on income generation, business skills, savings and marketing.

The VSLA groups are viewed as spaces for coming together to fight isolation, share experiences and learning from each other hence providing a space for community driven advocacy. Group members and community leaders including church leaders were all able to attribute successes to these groups.

The impact of the groups' activities on its individual members and community members who are not part of the group was evident. It was clear that the life-skill trainings is helping the group members to support one another and transform their families and communities. Some suicide survivors in the groups attributed their survival to the group members. The group members articulated how training also led to therapeutic outcomes, as demonstrated in individual members seeking counselling at PCCO's office as well as referral of community members for individual counselling at PCCO.

There is evident decrease in savings from the group and PCCO and the general understanding that livelihood challenges compound existing trauma appeared to go hand in hand with a tendency to assume that addressing livelihood challenges would therefore mean that trauma is automatically tackled and that there is therefore less need to discuss trauma directly. It seemed from the interactions with the groups that concepts and understanding of trauma has been somewhat lost from the discussion. It appeared that the project would benefit from elaborating or re-articulating a clear model of the nexus between Psychological and Economic recovery.

The evaluators noted that several of the groups were primarily constituted of women.

Recommendations
- *PCCO to facilitate inter-group meetings to learn and share experiences on what works. It was clear that some groups are performing fairly well on VSLA while others do not seem able to find money to contribute during their weekly VSLA meeting. Group members would benefit from such meetings and they would be able to reflect on their own group and forge mechanisms on what works to improve savings in their groups. Such coming together could as well be used in collective advocacy on key issues of concern.*
- *PCCO to facilitate inclusion on men and boys in the expansion of the groups especially the B Groups. It was noted in one of the meetings with Ka-in-kono groups that some of the husbands of women in that group would remove the*

money saved by the women.[3] Such actions can erase not just a year of work, but also remove any incentive to continue saving or even continue coming to the groups. Bringing such men into the picture and working with them on the issues causing such dysfunctionality might help to bridge such gaps.

Advocacy

The Phoenix Project was not designed as an advocacy project. Nonetheless, the evaluators were requested to consider whether, in light of the work done to date, PCCO has the potential for pro-active engagement in advocacy issues in future.

Key decisions to be made by PCCO include a) at what level(s) it would wish to advocate (local, national, regional, international?) b) on what themes? c) using which methodologies?

In terms of levels, PCCO has already been engaged in advocacy within immediate local circles of influence (e.g. Town council). If it wishes to go to national level, this will be assisted by being registered as a national NGO as well as by developing stronger relationships with district authorities. Not all staff have the language skills necessary to engage in national level platforms, but several members of the management team could readily do so.

In terms of themes, the obvious one would be the need for ongoing long-term psychological and psychosocial support in remote areas of war–affected Uganda. To give content to this argument PCCO might benefit from developing a clearer focus on war-related trauma if it were to persuade relevant stakeholders of the case for ongoing support.

III. Organisational development

Internal

Structure

PCCO did not appear to have an up-to-date organogram. As a joint effort, the staff were able to draw one in the course of the Evaluation Inception workshop. From this organogram the following levels were visible:
- Director of Programmes
- Programme Officer
- IGA Officer, M & E Officer, F & A Officer
- Field Officers
- Field Assistants
- Team Leaders
- Counsellors

A couple of things struck the evaluators.
- The creation of the level of Field Officer and Field Assistants appeared to have been an attempt to differentiate between the first round of counsellors recruited in 2010 and the second round recruited under the Phoenix Project.

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[3] This finding was disputed by the counsellors who attended this group discussion with the evaluators.

- The creation of 'Team Leaders' had effectively devolved some line management responsibilities to the team leaders, but without any corresponding adjustment in salary levels.
- The formal title of the person everyone referred to as "Director" was actually 'Director of Programmes' (as given by herself during the elaboration of the organogram). This mismatch between her actual responsibilities and her formal title weakened her decision-making authority.
- Supervision and receipt of reports was not clear. The team leaders supervise the counsellors but the counsellors report to the Programme Officer. In other words, supervision and reporting did not follow the same line.
- Below the Director, only the Programme Officer seemed to have major management and reporting responsibilities; effectively she is the Director of Programmes, but as all activities are conducted under one programme this title is not really appropriate
- Both the Programme Officer and the IGA Officer are employed only part time.
- The other two management team members (Monitoring & Evaluation Officer and Finance and Administration Officer) work full time but with very limited supervisory functions.

Recommendations
- *The current staffing structure has emerged organically over the last five years and requires further clarification:*
    - *The current 'Director of Programmes' needs to be formally recognised as the Director of PCCO*
    - *The line management systems need to be clarified so that supervision and reporting responsibilities are properly and consistently devolved and so that there is a better division of managerial and line management responsibilities between the four members of the management team below the Director*
- *To facilitate this arrangement, the current programme could be split into two programmes, one focusing on mental health and counselling, the other on income generating*
    - *The current Programme Officer could then become Head of Programmes*
    - *The current IGA officer could become Programme Manager – Income Generating Activities, with direct line management responsibility for the two field officers in charge of Agriculture and VSLA*
    - *A new Counselling Officer with professional qualifications could be appointed to the position of Programme Manager – Counselling and Psychosocial Support*
- *Programme Managers and Head of Programmes positions should be full-time*
- *A fully-fledged salary scale with levels (Director, Head of Programmes, Programme Managers, Field Officers, Field Assistants, Counsellors) needs to be established. Each level should also have steps to allow for annual experience based increments without necessarily changing the incumbent's job title.*

HR

Recruitment and promotion
Given that the pool of skilled candidates is relatively limited in a context of severely limited educational opportunities and other disadvantages arising from

the history of war in the region, it is particularly important for PCCO to establish and adhere to clear and documented recruitment procedures in order to minimize any allegations of favouritism or nepotism. This also applies to any internal promotions.

Motivation

The lack of clarity about the structure and line management, the fact that two out of four management team members are only part-time, the fact that the current salaries of counsellors do not differentiate different levels of experience in the organisation, the lack of capacity building for key positions, are all factors that can create a degree of demotivation amongst staff. Recommendations on each of these are given above under 'Internal Structure'.

Capacity Building Trainings

PCCO emerged out of a training process organised by Network for Africa and facilitated by external trainers. Since then the trainers have returned twice a year to work further with the counsellors on a range of counselling skills and related issues, and indeed, they were due to begin another training the week following the evaluation field-work. The external trainers have earned the trust of the counsellors, supported the development of the project and provided encouragement to Network for Africa.

In addition it was clear that majority of PCCO staff have benefited in several external capacity building activities organised by partner organisations on issues such as defilement, domestic violence, child protection and human rights. There was demonstrated evidence of technical knowledge transfer regarding definitions of defilement, distinguishing between aggravated and simple defilement and awareness of the circumstances under which confidentiality can be breached when working with children. Furthermore, there was demonstrated evidence of use of these skills by the counsellors for themselves, their homes, groups and communities.

However, the evaluators witnessed PCCO counsellors filling in forms meant for the clients or to be filled in with supervision of PCCO counsellor. Furthermore, it was reported that PCCO counsellors fill in forms meant to be filled in the presence of a client and with informed consent of the client; such actions breach client confidentiality and are contrary to counselling principles of confidentiality and informed consent.

While there has been ongoing 'peer-to-peer' training in computer usage, the provision of computers under the Phoenix Project has not gone hand-in-hand with any formalized computer skills training; it was evident from the evaluators' observations that some staff members require such training urgently.

Neither the Monitoring and Evaluation Officer nor the Director had attended any training on Monitoring and Evaluation, although a budget existed for such training, and it had been under discussion for more than eighteen months. While the M & E Officer had been able to compensate partially by accessing one-on-one support from a fellow officer in another organisation, it was evident that further training would be a major benefit.

The Director and the Programme Officer, though carrying the bulk of the line management responsibilities for PCCO, appeared to have had little training in project and human resource management skills, and to be learning everything on the job, with occasional input from Board members and staff of Network for Africa.

There appeared to be no examples of PCCO organizing and facilitating training for partners.

Recommendations
- *PCCO and Network for Africa needs to organise refresher training for the staff. Areas noted include:*
    - *Strategic decisions need to be taken about which staff are expected to use computers, and training provided accordingly, along with opportunities to use the skills knowledge and skills acquired.*
    - *Counsellors need an intensive revision programme to ensure that all counsellors are familiar with basic counselling concepts and terminology, including the why and how of client confidentiality*
- *PCCO must prioritize and regularize training for key members of the management team and key staff members such as the M&E Officer, Director of Programmes, Team Leaders and lead counsellors.*

Leave
PCCO provides for 2 days of paid leave per month worked. Although the evaluators did not see a complete register of who had taken what leave, it appeared from individual interviews conducted that very few staff are taking anywhere near the allocated leave entitlement, thereby reducing their effectiveness and increasing the risks of burnout. This is particularly the case for community counsellors, who, as their title indicates, are members of and based within the very communities to which they render support. As a psychosocial organisation, the organisation needs to ensure that key elements of 'care for care-givers' are actually implemented, beginning with leave adherence. Given that counsellors live within the communities they support, this may require specific strategies (e.g. an annual leave allowance) to enable staff to take leave away from their own homes.

Recommendations
- The Finance & Administration Manager must establish a clear leave schedule and ensure that all staff take their leave entitlement, possibly incentivized by a modest financial contribution to leave costs.

Part-time
As noted above, at the time of the evaluation, two of the four members of the Management Team were working part-time.

Recommendation
- All members of the Management Team should be employed on a full-time basis, budgets allowing

Salary increment

In addition to establishing a salary scale with annual step increments to reflect length of service and corresponding gains in experience and capacity, an annual cost of living increment should also be built in to cater for inflation. This needs to be built into any future funding proposals.

Finance

The evaluators were impressed that as a small organisation, PCCO through the Finance and Administration Officer has endeavored to put key principles and theories of accounting and finance in practice. There is a functional and up-to-date payroll and other financial systems, there is a recent external audit report available, and the filing and data storage system was up-to-date and easily accessible.

Recommendations

- *The Finance and Administration Officer could benefit more from further training course to enable him use modern finance and accounting computer packages as he currently only uses Excel with all its potential limitations.*
- *PCCO and N4A need to empower the F&A Officer to develop his expertise in the line of finance only as he is currently doing both finance and administration with limited knowledge and experience in administration unlike finance and accounting. This might require another person to take on the administration aspect of his work or he undergoes further training on administration, including human resource management.*

Requisition, payment processes, filing and record-keeping

The Finance and Administration Officer has done considerable work in establishing PCCO's finance systems. Requisition and payment processes are in place. In practice there appeared to be inconsistencies in the application of the requisition process, with very many vouchers left unsigned. Related payment processes were therefore not procedurally correct, as payment receipts were not backed by signed requisitions either from the Finance and Administration Officer or the Director of Programmes.

On certain requisitions there appeared to be a disconnect between the office of the Director and the Finance and Admin, with some documents reportedly lost in between the two offices – despite the fact they are next door to each other.

It should be noted that the evaluators' attention was drawn to these inconsistencies by staff themselves, indicating a healthy concern to see correct and due process followed by all staff.

Recommendation

- *It is recommended that PCCO's Board needs to put more effort into the strengthening PCCO's financial procedures geared towards organisational development*
- *Relevant project and programme officers need to be familiar with project documents and their related budgets so as to ease implementation of project activities.*

- *PCCO management needs to procure appropriate finance and accounting packages such as Quick Books and Pastel, and to facilitate the training of the Finance and Administration Officer in their use.*

Cost effectiveness

1) The evaluators considered the fact that external training consultants visited twice a year and that, while the consultants offered their services for free, the cost of flights would allow a training consultancy fee to be paid to a nationally hired consultant who would also be able to ensure that counsellors were aware of national standards and terminology. This needs to be weighed against the long-standing and significant contribution of the consultants over the lifetime of PCCO to date.

2) The current practice of giving an airtime (mobile 'phone) allowance to each staff member to enable him/her to communicate with fellow staff could be addressed more cost-effectively through introduction of a Common User Group (CUG) system, whereby a mobile telephone service provider issues a series of sim cards to the organisation, for the payment of a flat monthly fee. This enables staff to communicate with one another at no cost.

Monitoring & Evaluation

According to the interviews conducted with the senior management team including the Monitoring and Evaluation Officer, documentation did not appear to be a sufficiently high priority of PCCO staff. The forms developed by the M&E Officer in his peer training received from staff of partner organisations were not reviewed by the management team and a case management system has yet to be developed. The consultant identified for the task has yet to visit PCCO and begin the design process.

Capacity

All the above indicates capacity gaps in Monitoring and Evaluation. The M&E officer was unclear on key concepts such as input, output, outcome and impact. Both the M&E officer himself, as well as other management team members, attributed these capacity gaps to the lack of training he had received. There was also a general lack of clarity on his recruitment process. It was clear from the interviews with the M&E Officer and the team leaders that the M&E Officer tends towards staff/human resource monitoring rather than content based monitoring and evaluation.

Tools and Data Collection

During the review of documentation processes and existing documents, the statistics appeared consistently inconsistent. The evaluators could not verify how the statistics were generated; attempts to locate some files were fruitless with explanations that the renovation work had disorganised the office and therefore some files were misplaced. This laxity in data management reduces confidence in the statistics provided in quarterly, bi-annual and annual reports of PCCO. The counsellors for example could not provide evidence of numbers of individual counselling sessions vis-à-vis actual clients counselled.

The hard copy filing system was somewhat erratic and did not appear to be monitored or supervised. In some instances the documents of different clients had been stapled together, in others the notes were filed wrongly and the clients' names appeared in the counsellors' category. There appeared to be no ownership and understanding of existing clients' related forms such as intake forms and why they were developed. The use of external consultants allowed the staff to deflect responsibilities away from themselves.

Database (lack of)
No electronic database is available at PCCO and the responsible officers have limited understanding of a database. During the interview with the M&E Officer, he confirmed that PCCO has a draft database but his computer had broken down and PCCO did not have alternative back-up storage. During the evaluation visit, the computers were rectified, but the M&E Officer was still unable to demonstrate the database.

Recommendations
- *The knowledge gap in the monitoring and evaluation system of PCCO needs urgent attention from PCCO's management and Network for Africa. The evaluators recommend that the M&E Officer undergo regular and complete short course training on Monitoring and Evaluation from recognised institutions.*
- *Core project documents used by field outreach counsellors should be translated into Acholi given that some Community Outreach counsellors cannot effectively read and write in English. This would save time especially if the database is fully functional, as the data would be entered directly.*
- *The use of back-up drives, as presently practiced by the Director, needs to be extended to other members of staff who use computers. This would prevent scenarios in which breakdown in computers stalls work and it would further safeguard against data related loses in the unfortunate event of theft of office equipment.*

Management team
PCCO has reached a stage where it requires a strong management team if it is to progress further. While it has a management team in place comprising the Director, Programme Officer, M & E Officer, IGA Officer, Finance & Administration Officer, it appeared that Management Team meetings were somewhat irregular and not consistently documented. It also appeared that management responsibilities were very unevenly distributed, with the Programme Officer having direct line management responsibility for the majority of lower level staff, while the Finance & Administration officer had responsibility for the two guards and the office assistant and the other two officers had no direct line management responsibilities.

The current Director of Programmes graduated in 2010. Discussion with the Chair of the Board during the Field visit indicated that he saw her as the *future* Director but with no clear timeline in place for that to happen. This lack of clarity places a structural question-mark over her authority and leadership.

The current Programme Officer is also a graduate and has been involved in PCCO since its inception. As such she holds much of the institutional memory, as well as having strong a commitment to key issues PCCO is intended to address. While her articulation of the programming is strong, as is her vision of the ongoing psychosocial needs of war affected communities, her part-time employment makes it very hard for her to actually supervise and manage closely enough. The resultant disconnect was evident in the gap between her explanation of group counselling and the actual practice as evidenced both by staff and beneficiaries.

Whereas the intense involvement of several members of the Board in day-to-day supervision and decision making was undoubtedly essential in the early days of PCCO, it appeared to the evaluation team that continued close involvement could have an inhibiting effect on the development of a strong Management Team, as the team would tend to defer to the Board in decision making, rather than learning to take decisions and justify them to the Board in Board meetings.

Recommendations
- *the current Director of Programmes needs to be upgraded to the overall Director position*
- *line management responsibilities need to be more evenly distributed between the different members of the management team*
- *the management team must meet on a regular basis, and these meetings should be minuted to provide a clear record of decision making*
- *Board members should no longer be required to engage in supervision of field-work and decision making should be vested in the Management Team with no involvement of the Board*

External
The Evaluators considered three key relationships between PCCO and 'external' stakeholders; Network for Africa, the PCCO's Board, and other stakeholders with whom PCCO interacts on a regular basis. While Network for Africa and the Board are the progenitors of PCCO, they are presented here as 'external' stakeholders in the sense that, having given life to PCCO, it is assumed that they will wish to see it as independent and capable of further development.

Network for Africa
Without Network for Africa PCCO would not have come into existence. The exploratory workshop of 2008, from which the original pool of volunteer counsellors was initially drawn, was seminal. N4A continues to play a central role in PCCO's subsequent development, both through its fund-raising and through involvement in the organisational development process.

As the organisation has grown, it is not clear that all the necessary adjustments in the relationship between N4A and PCCO have been made, with the result that N4A appears to have remained too closely involved in certain managerial decisions (e.g. the recruitment of the M & E officer), and, correspondingly, the Management Team appears not to have taken full ownership of core processes in PCCO's development. For example, the Director and Programme Officer were unable to explain to the Evaluators certain elements of the Baring and John Ellerman Foundations proposal. Neither did they appear to know of any Strategic

plan in place. The Programme Officer also could not update the evaluation team on whether or not the recommendations made in the previous evaluation had been acted upon, as she believed that the external evaluation was N4A's business and nothing to do with PCCO.

Recommendations
- *The core principle underpinning the relationship between N4A and PCCO must be that N4A supports but never substitutes PCCO staff. The Management Team at this point must take ownership of the development process of key documents such as funding proposals, strategic plans, funding and annual reports.*

The Board
Similar to the relationship between N4A and PCCO, the relationship between the Board and PCCO appears to be close. Much of the institutional memory resides with the Board, and the Board has been pro-actively involved in recruitment processes, supervising fieldwork, and attending planning meetings with the Management Team at least monthly.

While this level of involvement was certainly necessary in the early days of PCCO, the establishment of the Management Team now offers the opportunity for the Board to withdraw from close involvement in the day-to-day running of the organisation, and to engage more in oversight processes. Given that the Chair of the Board is also the Director of a peer organisation (Passion For Community), this more focused oversight role would both reduce the load on him and also reduce possible conflicts of interest. The latter is important given that Passion For Community shares at least one member of staff with PCCO and is expanding its programming into similar areas of work being done by PCCO, notably counselling.

Recommendation
- *The relationship between N4A, the Board and the PCCO Management Team needs to be adjusted in line with PCCO's stage of development. This may require a retreat involving these three stakeholders, possibly with external facilitation*

Connection with other stakeholders
Clan leaders
The clan leader interviewed is from *Kaket-ket* clan. He benefited from a training organised by PCCO on human rights, and implemented changes in his clan's by-laws on the basis of the training. He positively noted that initially, his clan would punish community members by beating them before their families and children but that changed after the training received from PCCO as it widened his understanding on human rights violations. He added that they moved away from beating to setting by-laws which levy taxes and fines on law breakers, especially for men engaged in heavy drinking.

However, the interview with the clan leader revealed that there are untapped opportunities in the working relationship between PCCO and cultural leaders. It was clear that cultural leaders have structures in communities such as the '*wang-mac*' system that would benefit PCCO in reaching out to community members; several issues of interest to PCCO, such as SGBV, are handled by these '*wang-*

mac' representatives but they have not received any training. The clan leader was not aware that PCCO takes individual referrals for counselling. Generally, many people still need counselling and PCCO could benefit a lot by working with clan leaders, especially *Kaket-Ket*. The clan leader was open to hearing and implementing developmental issues and gave examples of how he had drawn on the human rights training he had received to push for changes in his clan's by-laws.

Religious leader

The religious leader interviewed is a member of one of the VSLA groups supported by PCCO. He seemed knowledgeable about the work of PCCO and clearly articulated how counselling and VSLA can help in the process of tackling the long-term impacts of the northern war. It was clear from his discussion that there are many people who come to his church seeking support including counselling and livelihood, something that PCCO could benefit from if strong synergies are established with church leaders. In his discussion, he recommended that PCCO needs to be looking at how to support orphans left by the northern war because many of them continue to come to the church to find solace.

LC III

The LC III demonstrated a strong working relationship between PCCO and the office of the LC IIIs as well as other government officials. There were traceable referrals of individual clients seeking counselling support from the LC III's office to PCCO. The office of the LC III continues to facilitate registration of groups in Patongo including PCCO's outreach groups. The political will to continue working with PCCO was demonstrated and he noted that his office is happy to provide land for PCCO to set up a community counselling centre. The LC III felt that counselling is important and should if possible be extended to other sub-counties in Agago such as *Adilang* and *Lapono* as potential replication places for PCCO. The LC III was not very familiar with PCCO's VSLA work in communities.[4]

CDO

The community development officer presented a clear understanding of trauma related to the northern war. He seemed very familiar with the work of PCCO especially individual counselling and group work in the outreach groups and gave recent examples of collaboration on referrals of clients for individual counselling and support by PCCO counsellors on SGBV cases.

A stronger working relationship with the office of the CDO could benefit PCCO's fundraising. He expressed concerns about PCCO's proposal writing capacity and overall organisational development. During his interview, he recommended that PCCO move out of its comfort zone and extend support to other sub-counties such as *Wol.* According to him, PCCO staff are very familiar with Patongo and the

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[4] The LC III during his interview requested to be provided with the final copy of the evaluation report and requested that Network for Africa explores option of connecting Patongo to other cities in the United Kingdom that can twin with Patongo for potential sharing of ideas and future development.

people they work with and would strengthen their capacity by moving into new areas and sub-counties. The CDO was the only stakeholder who highlighted potential conflicts of interest at PCCO insofar as some PCCO staff also work in a sister organisation (Passion For Community) whose Director is also the chair of PCCO's board.

Discussions and conclusions

PCCO has had a visible impact within Patongo Town Council since its inception in 2010. The funding from Baring and John Ellerman Foundations has enabled it to expand both its activities and its structures, and PCCO is now looking ahead to its transformation from Community Based Organisation to Non-Governmental Organisation, a transformation that requires a certain clarity of vision coupled with a level of organisational development and maturity.

In the evaluators' opinion, most of the elements required for this transformation are in place thanks to the three year funding provided by the Baring and John Ellerman Foundations: a committed team of counsellors, a growing Management Team, an active Board, and, equally critically, an engaged core funder, Network For Africa.

Programmatically, what might be described as "Phase II" of the Phoenix project could do more on therapeutic counselling, group saving and expanding group activities to include activities such as group forestry and group cultivation.

To the extent that there are some areas in need of further work, they are all understandable given the context in which PCCO is working, and they can all, with sustained funding support, be addressed; if PCCO is to successfully transition to an NGO that extends its scope into Agago District's rural areas and even beyond, then it must address technical skills in some areas (e.g. computing), its lack of linkage to key networks nationally, and the capacity of the management team to take and own decisions.

As part of the requirement for this evaluation, the evaluators were tasked to conduct a robust assessment of whether the project is achieving its objectives and meeting/likely to meet its intended outcomes and whether the project is meeting local needs and addressing local issues. Findings from the evaluation show that the project very largely attained its intended outcomes, a considerable achievement given the harsh and isolated working conditions. All the 28 groups seem actively engaged in key life skills discussions, and counselling of individual clients in and out of the groups is being conducted. A number of capacity building activities have been conducted and a number of staff of PCCO have benefited from various trainings. The deployment of counsellors at the Health Centre to provide HIV/AIDS specific counselling has far surpassed expectations. There was evidence that condoms were distributed and PCCO counsellors are aware and able to educate people on condom use. The IGA project has largely achieved and groups are able to demonstrate the benefits of VSLA and the trainings they have had from PCCO through the recruited outreach counsellors.

Compilation of recommendations

Individual counselling
- Establish systematic assessment and intake procedures
- Review and define which categories of trauma PCCO wishes to address
- Provide in-house training on confidentiality issues and procedures
- Open a numbered file for every client so that the client's data can be accessed through the file number rather than their name
- Provide training on systematic data collection and monitor counsellors closely on the same
- Seek proper accreditation from the Uganda Counselling Association
- The counselling section needs a full time person to manage it. The current programme officer should be offered a full time position. If she is unable to take it, a full time person should be outsourced.

HIV/AIDS
- PCCO needs to put more effort in bridging the communication gap between PCCO and health centre officials, notably in the form of reporting activities conducted such as home-based care and support directly to the ART Nurse
- PCCO needs to include officials of the health centre especially the ART Nurse in trainings and other related capacity building organised by PCCO on HIV/AIDS.
- PCCO needs to involve officials of the Health Centre especially ART section in community outreach activities on awareness raising especially n HIV/AIDS. It was clear that the community dramas and sensitisation sessions on HIV, including radio talk shows did not have representation from the health centre, something that PCCO could benefit from.
- PCCO needs to provide a separate counselling tent to provide a safer and confidential space and to bridge the space challenge at the health centre. There is only one counselling room in the ART Clinic and all the counsellors have to use that space for pre and post testing counselling as well as adherence counselling hence breeching confidentiality which is one of the core principles of counselling.
- PCCO needs to capitalize on its work on HIV/AIDS at the health centre IIIs
- PCCO needs to deploy permanent people at the health centre to provide full-time support to the few and already over stretched staff at the health centre
- The M&E could learn from the data storage and record keeping at the Health Centre

VSLA
- PCCO needs to facilitate inter-group meetings to learn and share experiences on what works. It was clear that some groups are performing fairly well on VSLA while others do not seem able to fine money to contribute during their weekly VSLA meeting. Group members would benefit from such meetings and they would be able to reflect on their own group and forge mechanisms on what works to improve savings in their groups. Such coming together could as well be used in collective advocacy on key issues of concern.

- PCCO needs to facilitate inclusion on men and boys in the expansion of the groups especially the B Groups. It was noted in one of the meetings with Kayin-kono groups that some of the husbands of women in that group would remove the money saved by the women. Such actions can erase a year of work, thus inevitably removing any incentive to continue saving or even continue coming to the groups. Bringing such men into the picture and working with them on the issues causing such dysfunctionality might help to bridge such gaps.

Organisational development
Internal: Structure
- The current staffing structure has emerged organically over the last five years and requires further clarification:
    - The current 'Director of Programmes' needs to be formally recognised as the Director of PCCO
    - The line management systems need to be clarified so that supervision and reporting responsibilities are properly and consistently devolved and so that there is a better division of managerial and line management responsibilities between the four members of the management team below the Director
- To facilitate this arrangement, the current programme could be split into two programmes, one focusing on mental health and counselling, the other on income generating
    - The current Programme Officer could then become Head of Programmes
    - The current IGA officer could become Programme Manager – Income Generating Activities, with direct line management responsibility for the two field officers in charge of Agriculture and VSLA
    - A new Counselling officer with professional qualifications could be appointed to the position of Programme Manager – Counselling and Psychosocial Support
- Programme Managers and Head of Programmes positions should be full-time
- A fully-fledged salary scale with levels (Director, Head of Programmes, Programme Managers, Field Officers, Field Assistants, Counsellors) needs to be established. Each level should also have steps to allow for annual experience based increments without necessarily changing the incumbent's job title.

HR: Recruitment and promotion, Leave, Motivation and Capacity Building Trainings
- PCCO and Network for Africa need to organise refresher training for the staff. Areas noted include:
    - Strategic decisions need to be taken about which staff are expected to use computers, and training provided accordingly, along with opportunities to use the skills knowledge and skills acquired.
    - Counsellors need an intensive revision programme to ensure that all counsellors are familiar with basic counselling concepts and terminology, including the why and how of client confidentiality

- PCCO must prioritize and regularize training for key members of the management team and Key staff members such as M&E Officer, Director of Programmes, Team Leaders and head counsellors.
- The Finance & Administration Manager must establish a clear leave schedule and ensure that all staff take their leave entitlement, possibly incentivized by a modest financial contribution to leave costs.
- All members of the Management Team should be employed on a full-time basis, budgets allowing
- In addition to establishing a salary scale with annual step increments to reflect length of service and corresponding gains in experience and capacity, an annual cost of living increment should also be built in to cater for inflation. This needs to be built into any future funding proposals.
- The Finance and Administration Officer could benefit more from further training course to enable him use modern finance and accounting computer packages as he currently only uses Excel with all its potential limitations.
- PCCO and N4A need to empower the F&A Officer to develop his expertise in the line of finance only as he is currently doing both finance and administration with limited knowledge and experience in administration unlike finance and accounting. This might require another person to take on the administration aspect of his work or he undergoes further training on administration, including human resource management.

Requisition, payment processes, filing and record keeping
- It is recommended that PCCO's board needs to put much more effort into the strengthening PCCO's financial procedures geared towards organisational development
- Relevant project and programme officers need to have insights into project documents and their related budgets so as to ease implementation of project activities.
- PCCO management needs to procure appropriate finance and accounting packages such as Quick Books and Pastel, and to facilitate the training of the Finance and Administration Officer to use the package.

Monitoring & Evaluation: Capacity, Database, Tools and Data Collection
- The knowledge gap in the monitoring and evaluation system of PCCO needs urgent attention from PCCO's management and Network for Africa. The evaluators recommend that the M&E Officer undergo regular and complete short course training on Monitoring and Evaluation from recognised institutions.
- Core project documents used by field outreach counsellors should be translated into Acholi given the some Community Outreach counsellors cannot effectively read and write in English. This would save time especially if the database is fully functional, as the data would be entered directly.
- The use of back-up drives, as presently practiced by the Director, needs to be extended to other members of staff who use computers. This would prevent scenarios in which breakdown in computers stalls work and it would further safeguard against data related loses in the unfortunate event of theft of office equipment.

Management team
- The current Director of Programmes needs to be upgraded to the overall Director position
- Line management responsibilities need to be more evenly distributed between the different members of the management team
- The management team must meet on a regular basis, and these meetings should be minuted to provide a clear record of decision making
- Board members should no longer be required to engage in supervision of field-work and decision making should be vested in the Management Team with no involvement of the Board

Organisational development

External: Network for Africa
- The core principle underpinning the relationship between N4A and PCCO must be that N4A supports but never substitutes PCCO staff. The Management Team at this point must take ownership of the development process of key documents such as funding proposals, strategic plans, funding and annual reports.

The Board
- The relationship between N4A, Board and PCCO Management Team needs to be adjusted in line with PCCO's stage of development. This may require a retreat involving these three stakeholders, possibly with external facilitation

Annexes

a) List of respondents

The evaluators interviewed a wide range of informants and stakeholders including but not limited to PCCO staff, beneficiaries and relevant stakeholders as categorised below;

PCCO Staff
1. PCCO Director
2. Finance and Admin Manager
3. Programme Officer
4. Project Officer in charge of IGA
5. Monitoring and Evaluation Officer
6. 5 female counsellors (Rose Lalam, Grace Kongo-Rach, Margaret Akello, Grace Oyella, Zipporah Akol) -
7. 5 male counsellors (Julius Olwoch, Ceaser, Everest, Olanyo Joseph, Anthony Okot)
8. Focused Group Discussion with 11 Counsellors

Beneficiaries
1. 4 outreach groups (ideally including a mix of categories of vulnerable groups – PLHIV, widows/single mothers, former child soldiers)
2. 4 individuals who have been supported with counselling

Stakeholders
1. LCIII of Patongo Town Council)
2. Community Development Officer (CDO) of Patongo
3. Clan leader of Kaket-ket clan
4. Head ART nurse at Patongo Health Centre
5. P4C Executive Director/Chairman PCCO's Board

b) Organisational Capacity Assessment Tool (OCAT)

The following areas were checked to assess the organisational capacity of PCCO in terms of governance, management structures, technical and administrative soundness, financial resources and service delivery. This assessment tool was administered to 14 members of Staff of PCCO including the Board Chair. This was a self-administered tool. Participants decided whether or not to include their names in the assessment tool.

Rating Scale

The following codes guided participants in filling the OCAT

0: Not applicable or sufficient information is not available to assess element

1: Needs urgent attention

2: Needs major improvement

3: Needs improvement on a wide scale

4: Needs improvement in limited aspects

5: Acceptable, room for some improvement

6: Acceptable, needs maintaining

Categories	0	1	2	3	4	5	6
A: Governance – Ability of PCCO to govern itself through a board or other mechanism							
The governing board							
PCCO has a functional governing body							
PCCO board provides overall policy direction and oversight							
Board is capable of carrying out key roles such as policy formulation, fundraising, public relations, financial oversight, networking and lobbying							
Board is composed of committed members who represent the varied interest of the stakeholders and women's representation is satisfying							
The Organisational Mission/Goal							
PCCO has clearly articulated vision, missions, goals and values							
PCCO's vision, mission, values and goals are understood by all the staff							
PCCO's vision, mission, values and goals are understood by all the stakeholders							
The Legal Status							
PCCO is fully registered according to relevant legislations							
PCCO has duly signed Standard Operating Procedures by all the staff							
PCCO has other policies governing operations such as Child protection policy and Anti-discrimination policy							
PCCO has a code of conduct which is fully implemented							
Stakeholders							
PCCO staff are able to identify key partner stakeholders							
Stakeholders are involved in the review of PCCO's activities and strategies							
Leadership							

Board and senior management have a clear understanding of their respective roles and responsibilities as providers of overall direction						
Leadership style of PCCO senior management is participatory						
Senior management is accountable to staff						
B: Management Practices – Ability to manage its organisation or project effectively						
Organisational structure and culture						
PCCO has organisational structures with clearly defines lines of authority and responsibility						
Management policies are in place to ensure regular audits of PCCO development						
Systems are in place to ensure appropriate involvement of all levels of staff in decision making						
Planning						
Inputs from partner/appropriate stakeholders are taken into account during planning						
Implementation plan reflects and are in line with PCCO's strategic plan						
PCCO clients are involved in planning						
Resources are planned for and allocated properly						
PCCO has an overall activity implementation plan which is shared among all staff						
Personnel						
Selection criteria for all staff are in place						
Recruitment process is clearly defined						
Recruitment processes are transparent and competitive						
Job descriptions are clearly defined and staff deployed according to JDs						
Management encourages and demonstrates mutual respects among staff						
Programme Development						
Stakeholders and partners are involved in programme design, implementation, and monitoring and evaluation						
PCCO has a monitoring and implementation plan						
Administrative procedures						
Administrative procedures and manuals exist (such as personnel, financial, vehicle and procurement)						
Administrative procedures are adhered to by all including board members						
Procedures and operating manuals are updated regularly						
Risks management						
Procedures are in place to minimise organisational abuses						
Staff have reporting systems incase of problems or dissatisfaction						
Regular audit of inventory is conducted						
Recommendation on management practices in annual external audits reports are implemented						

	Information systems							
A system exists to collect, analyse and report data and information								
Trained personnel are in place to manage information systems								
There is a functional website which is updated regularly								
	Programme reporting							
PCCO has the ability to produce appropriate programme and activity reports								
PCCO regularly prepares activity reports								
PCCO publishes and disseminates information on its operations regularly								
Programme and activity report formats are flexible, varied and respond to information required								
	D: Financial Resources – Ability of PCCO to support itself and operating with financial integrity							
	Accounting							
PCCO has operational internal financial control system								
Financial procedures and reporting systems are in place								
Financial accountability formats are easy to understand and fill								
	Budgeting							
Budgeting process is integrated into annual implementation plans								
Financial unit/department provides guidance to programme staff								
Annual financial budgets are effectively implemented								
Key staff are involved in budget preparation								
All staff are aware of the budget provisions								
	Stock control							
Stock control system exists (Fuel, assets, inventories)								
Stock controls are followed								
Procurement systems are in place								
Procurement systems are being used and adhered								
	Financial reporting							
Annual financial is reviewed by top management and board								
Report is used for planning and review purposes								
Annual financial report is published and disseminated								
Diversification of income base								
PCCI has multiple donors								
A cost recovery income generation is in place								
PCCO has a strategy to diversify funding sources								
PCCO promotes community contribution								
	E: Service Delivery – Ability of PCCO to deliver technically sound services to its beneficiaries in most cost effective manner							
	Sectorial expertise							
PCCO conducts baseline study and report is in place								
PCCO has relevant expertise in every area of operation								
PCCO is capable of adapting programme and service delivery to changing needs of stakeholders								

c) List of documents reviewed

The evaluators reviewed the following documents
- Quarterly and annual reports
- Baseline survey, and evaluation data
- Financial records
- PCCO strategy 2013-15
- Application to Baring John Ellerman Foundation
- Stories and case studies
- Interviews with community members, stakeholders and project participants
- Feedback questionnaires/surveys
- Trauma counselling manuals