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## List of Abbreviations

r						
ALREP	Northern Uganda Agricultural Livelihoods Recovery Programme					
APFS	Agro Pastoral Field Schools					
CAO	Chief Administrative Officer					
C&D	Cooperation and Development					
CfP	Call for Proposals					
CfW	Cash for Work					
CPAR	Canadian Physicians and Relief					
DAO	District Agricultural Officer					
DCA	DanChurchAid					
DCBWP	District Capacity Building Work Plan					
DDP	District Development Plan					
DPO	District Production Officer					
DLG	District Local Government					
DTPC	District Technical Planning Committee					
DWO	District Water Officer					
EU	European Union					
FAO	Food and Agriculture Organisation of the United Nations					
FSAL	Food Security and Agricultural Livelihoods					
GoU	Government of Uganda					
НН	House Hold					
IA	Imprest Administrator					
IP	Implementing Partner					
KALIP	Karamoja Livelihoods Programme					
KAPFS	Karamoja Action Plan for Food Security					
KIDP	Karamoja Integrated Development Programme					
КРС	Karamoja Policy Committee					
LC	Local Council					

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LIW	Labour Intensive Work			
MAAIF	Ministry of Agriculture, Animal Industries and Fisheries			
MIA	Ministry of Internal Affairs			
МоКА	Ministry of Karamoja Affairs			
MoU	Memorandum of Understanding			
NAO	National Authorising Officer			
NDP	National Development Plan			
NGO	Non-Governmental Organization			
ОРМ	Office of the Prime Minister			
РНН	Post-Harvest Handling			
РМС	Project Management Committee			
PMU	Project Management Unit			
PRAG	Practical Guide			
PRDP	Peace, Recovery and Development Plan			
PSC	Project Steering Committee			
SC	Sub-County			
ТАТ	Technical Assistance Team			
UBOS	Uganda Bureau of Statistics			
UGX	Ugandan Shillings			
UN	United Nations			
UPF	Uganda Police Force			
VSLA	Village Saving and Loan Association			
VT	Valley Tank			
WFP	World Food Programme			
WfP	Water for Production			
WUC	Water User Committee			

### **1. EXECUTIVE SUMMARY**

The Karamoja Livelihoods Programme (KALIP) was a 4-year programme based on a financing agreement signed by the European Union and the Minister of Finance, Planning and Economic Development, which acts as the National Authorising Officer for the Republic of Uganda. KALIP started its implementation in February 2010, with the signature of the Memorandum of Understanding (MoU), and the operational period expired on 8 March 2015. The total funding of this programme under 10th EDF was € 15,000,000.

KALIP was implemented in target sub counties spread across the 7 districts of the Karamoja subregion and aimed at improving livestock production and health and crop production as a mean to address immediate food security, to mitigate risk at household level, increase basic income of targeted communities, and enhancing general peace and security.

The Supervising Authority for KALIP was the Office of the Prime Minister (OPM) by virtue of the fact that the OPM has the mandate for post-conflict rehabilitation.

KALIP operated under the larger Peace, Recovery and Development Plan (PRDP) and the Karamoja Integrated Development Programme (KIDP) respectively and as such responded to the strategic objectives and corresponding result matrices of both programmes as well as to the response strategy of the country strategy paper and the national indicative programme 2008-2013.

KALIP was implemented by the Office of the Prime Minister (OPM) through a Programme Management Unit (PMU) which was responsible for the day-to-day management of the programme. The KALIP programme office was located in Moroto, while the liaison office was based at the OPM office in Kampala.

The operational period of KALIP expired on 8 March 2015 and a final evaluation of KALIP was carried in Uganda from 16 March 2015 to 18 April 2015.

The global objective of the final evaluation mission was: "to make an overall independent assessment about the past performance of KALIP, paying particularly attention to the impact of the actions against its objectives."

An important reason for this final evaluation was to learn lessons that may be of use during the implementation of the follow-on project, which - according to the EUD - is expected to start in 2017.

The overall objective of KALIP was: "to promote development as an incentive to peace in the region by supporting agro-pastoral production livelihood alternatives and income generation opportunities for the people of Karamoja". The purpose of KALIP was to protect and enhance incomes and food security of the agro-pastoral communities and support them in building up their productive asset base.

KALIP is a follow-up programme providing continuity and consolidation of the 9th EDF-funded Northern Uganda Rehabilitation Programme (NUREP). KALIP was complementary to other programmes in Karamoja. Its objective of promoting development as an incentive to peace in the Karamoja region by supporting agro-pastoral production livelihood alternatives and income generation opportunities for the people of Karamoja is highly relevant to smallholder agriculture and food security and therefore appears justified. It is a logical and necessary means of contributing to the livelihoods of smallholder farmers. While not an objective in itself, it is a means of strengthening the capacity of smallholder farmers, supporting national policies and through this, also contributing to rural development, poverty reduction and peace and safety in Karamoja region. In order to attain the overall objective KALIP was conceived to achieve 4 results (each with different components): (i) Productive assets built through labour intensive works and capital injected into the local economy; (ii) Agro-pastoral production improved and alternative means of livelihoods promoted; (iii) Local government strengthened; and (iv) Peace building initiatives supported.

During the evaluation process and according to the Terms of Reference (ToR), the mission followed the five evaluation criteria endorsed by the OECD-DAC (relevance, effectiveness, efficiency, impact, and sustainability), as well as the EC-specific evaluation criteria (EU added value and coherence).

In general terms, KALIP was efficiently implemented within the Karamoja region, by a professional, committed and effective PMU team with appropriate management and technical skills to support, back stop and guide whenever necessary. Collaboration with stakeholders such as government programmes, NGOs, UN agencies and development partners ensured strategic developments across Karamoja.

KALIP has a strong infrastructure component which is of high relevance for the communities in the Karamoja region, in particular with regard to water infrastructures (valley tanks, water ponds, subsurface dams, rain water jars and rock catchments), as these substantially contribute to enhance resilience to drought and livestock diseases.

KALIP also focused on cross-cutting issues, including integrating planning and budgeting, encouraging community participation, HIV/AIDS and to some extent also gender. Although a large numbers of women did benefit from KALIP (e.g. cash for work activities), the programme design did not specifically set out to enhance the contribution of women to household food security and improved family welfare, and did not assess how these contributions could be further targeted.

A relevant cross cutting issue strongly emphasised in KALIP relates to the environment in particular community-based watershed management and soil erosion. However, the fragility of the Karamoja environment and its very high susceptibility to the negative impacts of climate change (for example: the possibility of an increasing number of drought years) must be high on the agenda of any future programme. The rapid rate of population growth will also exacerbate all environmental concerns.

Fuel saving stove technology was of high relevance for households and was very much appreciated by all the beneficiaries, in particular women, as these stoves consume about 60% less wood.

The project's intervention logic was well reflected in the logical framework matrix. However, the objectively verifiable indicators (OVI) of achievement were always expressed in percent. This approach is not effective (in particular regarding crop productivity data), unless baseline data are available to be compared with end line data.

Using the household as a reference criteria for crop yield comparison is also not effective, as it provides a distorted picture of the production situation (e.g. number of household member differ, cultivation area varies, use of crop is unknown).

Senior local government staff strongly recognised the effectiveness of KALIP's contributions regarding the District Production Offices that KALIP had provided, and they all indicated that KALIP was transformative as far as their day to day working life was concerned.

The inputs provided freely to APFS groups by FAO (and one IP) such as seeds, cassava cuttings, oxen and ploughs, agricultural tools and fruit trees were much appreciated by all beneficiaries. However, the evaluation team considers that freely distributed agricultural inputs present a significant barrier to self-initiative and also disincentives farmers from specialising in crops for which they have some competitive advantage, as they will wait for free seeds and other inputs to arrive and then plant accordingly.

Two aspects were observed during the field mission that will effectively contribute to improve crop production and food security and reduce livestock mortality:

(1) Introduction of cassava in the cropping system through FAO will effectively contribute to food security in many areas in the Karamoja region. The main advantage of this crop is fourfold: i) it is easy to be planted requiring not much labour; ii) even under poor soil conditions cassava is still able to produce up to 1,5 t/ha; iii) the tubers of cassava do not have to be harvested immediately so that problems with regard to storage do not arise; and (iv) once established cassava has also the potential to become a cash crop.

(2) KALIP through FAO trained and equipped about 70 community animal health workers (CAHW) in each district. CAHWs are the link between the communities and the DPOs and contribute substantially to improve the effectiveness of livestock disease surveillance and control service delivery. The 2014 outbreak of Foot and Mouth Disease was first reported through CAHWs. According to information obtained by district vets the overall decrease in cattle mortality over the project period was up to 66%. This effective contribution to control cattle mortality can be attributed to the increased skills of CAHWs and the greater availability of quality veterinary drugs provided through KALIP.

KALIP's strategy to collaborate with MWE to construct 23 valley tanks resulted to be very effective. MWE proved to be very capable of executing these works.

The efficiency of KALIP can be illustrated by 3 aspects: (i) Implementation against timelines and commitment schedule: PMU was largely staffed by the end of the 2nd quarter in programme implementation and remained practically fully staffed from the 4th quarter up to the end of the operational period. The programme managed to retain its staff until the very end, which greatly contributed to the efficient implementation and closure process. PMU quickly started to roll out its commitments and already within the 1st quarter of the implementation period, the TAT contract was signed and became operational. In the 4th quarter, close to 40% of the funds were already contracted.

(ii) Monitoring system applied by PMU: based on a well-defined monitoring system, the PMU was able to meet the programme's delivery targets very precisely. Other Monitoring and Coordination Mechanisms with Local Authorities and IPs included: Public Accountability Forums which were arranged bi-annually in each District by the OPM and chaired by the Chief Administrative Officer (CAO); District monitoring; Inter-District Meetings and District Food Security Meetings which were called by the District authorities and facilitated financially by KALIP.

(iii) Comparison of achieved outputs of KALIP's IPs against what was planned: the efficiency/rate of achievement (%) of all 4 result areas clearly indicate that the performance of KALIP in delivering planned outputs was very effective. The rate of achievement of almost all outputs/assets was 100% and in some cases it was even exceeded.

KALIP had an impact on the communities in the Karamoja region and the overall objectives have been achieved. Assessments carried out by IPs clearly indicate a wealth increase between 25% and 32% in their operating areas and also the perception of communities in regard to peace and security has improved, making them feel safer.

Immediate impact achievements linked to infrastructure assets or conducive to impact on household, farming communities and livestock were identified by the evaluation mission. This refers in particular to water infrastructures, community access roads and grain stores in combination with drying platforms. Valley tanks are of particular importance because for many beneficiaries access to water is now close-by. The issue of sustainability of water infrastructures remains linked to the responsibility of the WUC and of the Local Government which implies the availability of a budget for maintenance. For any productive infrastructure it is necessary that the community and the local government agree in advance how on-going maintenance and repairs will be facilitated. Any undertaking by the community must be regularly re-enforced by the Sub-County officials.

The mission found that the impact of APFS activities have not yet had enough time to fully trickle down to farming communities, in particular if one considers that APFS training activities have only taken place for 2 cropping seasons, whereby the outcome of one growing season failed due to drought.

Training community animal health workers (CAHWs) in each district and also providing equipment for them had an immediate impact and contributed substantially to improve livestock disease surveillance and control service delivery.

Labour Intensive Works (LIWs) have a strong impact as Cash for Work (CfW) provide an immediate income to beneficiaries. CfW money was mainly spent on food, healthcare, savings and schooling. VSLA activities are a break-through, and there was an immediate impact. It was interesting to note that beneficiaries are not only using part of CfW-money in the VSLA, but also use other income sources (sale of crops and vegetables, brewing and charcoal selling). Thus, membership of a VSLA had opened peoples' lives to new opportunities and experiences.

Capacity Building of District Local Governments was achieved through the provision of infrastructure, including equipment and training, having an immediate and positive impact on the working condition of DPO staff and also the motivation of staff was highly improved. The issue of sustainability of infrastructures and equipment, however, remains depending on the resources made available for O&M through Local Governments.

KALIP carried out peace building initiatives and the focus was on community policing, which included construction of police posts and accommodations for staff, transport, police training and community sensitisation and involvement. Police officers trained in community policing carried out community sensitisation activities including crime prevention panels (community) and clubs (schools), along with publicity materials. These activities built the relationship between community police officers and various community based crime prevention initiatives. Community-based crime prevention programmes involved community residents actively working to address issues contributing to crime, delinquency, and disorder. Therefore community based crime preventers play key roles in problem identification and planning solutions to problems in their communities.

As a result of this interaction and the permanent presence of police, crime rates in locations where the new police posts are situated have reduced by 31%. This is a clear indication of a successful impact. The issue of sustainability of the infrastructures is depending on the sufficient budgeting at the level of MIA and is expected with time delay.

#### Major conclusions of the evaluation mission include:

- 1. The quality of the problem analysis was well reflected in the design of the programme fully taking into account the specific nature in the Karamoja sub- region.
- 2. The programme's approach was flexible in adapting to the varying needs of its diverse beneficiaries at various levels.
- 3. Fine-tuned monitoring and evaluation (M&E) arrangements were established by the PMU. These were crucial to deliver reports and other documents always in time, and contributed to the programme's success.
- 4. All water infrastructures provided through KALIP are crucial during the prolonged dry season for human consumption, crop production and livestock.
- 5. Collaborating with MWE to construct valley tanks was a good strategy and cost effective.
- 6. Cash for work activities are much appreciated by communities and are important tools to induce VSLA activities.
- 7. Energy-saving stoves are very popular as they save up to 60% of fuel wood and thus have a positive impact on the environment.
- 8. FAO was successful in forming and providing support to 440 Agro Pastoral Field Schools (APFS), of which were 240 new and 200 old APFS. Old APFS seem to be more advanced regarding

transferred knowledge. After closure of KALIP, however, new APFS seem not to be existent anymore.

- 9. An evaluation of the impact of knowledge transfer regarding production improvement was not possible as reliable baseline and endline data regarding crop production (kg/acre) of major crops were not available.
- 10. Community Animal Health Workers (CAHWs) have a critical role in livestock disease surveillance and are much appreciated by communities.
- 11. New offices including equipment, training and transport means substantially improved the working conditions of DPO staff and their performance.
- 12. The constant visible presence of the police has increased the perception of security of the communities.
- 13. Peace and security is an overarching umbrella and a key determinant for future development in Karamoja sub region.

The Government of Uganda and the European Union have many reasons to be proud of their KALIP intervention in the Karamoja region. Since its implementation, KALIP has significantly contributed to a positive change in the Karamoja region. There is only one downside: beneficiaries and Local Governments wish the project to expand into other sub-counties. KALIP unquestionably needs (and merits) a continuation in order for the achievements of the first phase to be consolidated and expanded to other sub counties in need, aiming to further develop peace and security and agricultural and economic development in the Karamoja region.

For purposes of equality of distribution it is advisable to identify those Sub-Counties in Karamoja that have received little support and bring them up to the level now achieved in the KALIP targeted Sub-Counties. However, at the same time there is also an urgent need to continue the support begun in existing Sub-Counties so that they will not fall back. This will require good coordination with other donors working in the same field, so that duplication is avoided.

#### Major recommendations for a new programme include:

- 1. The previous PMU model should be included in a future programme and, to guarantee a quick start, building on existing PMU experience is of paramount importance.
- 2. PMU should be linked to a government ministry as this would ensure coordination and harmonization within relevant policies and institutional structures.
- 3. The construction of additional water infrastructures should be a pillar for the new programme.
- 4. LIWs should only be implemented in response to community demands and be in line with District/sub county development plans.
- 5. For productive infrastructure to have a commercial orientation, (e.g. bulk storage facilities), a Public Private Partnership arrangement should be considered to ensure that the facility is managed in such a way that sufficient profit is forthcoming to provide for long-term sustainability.
- 6. It is strongly recommended to set up a tailored M&E system (through FAO) to assess the impact of new technologies on the productivity (kg/acre) of the various crops on farmers' fields.
- 7. Support animal health by providing support (including refresher trainings) to Community Animal Health Workers (CAHWs).
- 8. Test and select various legume-based pasture systems to improve the nutrient value of range lands.
- 9. Expand the construction of police posts and police stations including infrastructures and logistical support into other sub counties that did not benefit from KALIP.

Finally, taking into account that two-thirds of the households across the Karamoja region depict inadequate food security, any future EU funded programme in Karamoja region will necessarily have to consider, in addition to the above mentioned recommendations, two important aspects, which

are of paramount importance to improve household food security and nutrition across Karamoja: (i) Increase access to food, and (ii) Provide the base for a balanced diet of households in order to improve the nutritional status, in particular regarding children under 5 years.

### 2. Introduction

In collaboration with the Government of Uganda, two programmes were designed, ALREP and KALIP (both financed under 10th EDF), focusing respectively on the development of the Northern Ugandan region (Acholi, Lango and Teso) and the Karamoja sub-region. These two initiatives aimed at ensuring continuity and consolidation of the results of the 9th EDF-funded Northern Uganda Rehabilitation Programme (NUREP), with a specific focus on the transformation of livelihoods and provision of food security, in order to decrease the development disparity between Northern Uganda and the rest of the country, by improving livestock and crop production, farmer productivity and income diversification.

The National Development Plan (NDP) is the overarching policy and planning guide for Uganda and provides strategic direction to the sectors, aiming to effectively contribute to "Growth, Employment and Socio-Economic Transformation for Prosperity", and to transform the country from a predominantly peasant–based economy to a prosperous middle income county.

The GoU main policy for post war reconstruction of Northern Uganda has, since 2009, been the Peace Recovery and Development Plan (PRDP) as a strategy to promote peace and reconciliation, to eradicate poverty and improve the welfare of the population in Northern Uganda, with the long-term objective to bring it at par with the rest of the country.

Both ALREP and KALIP operated under the larger Peace, Recovery and Development Plan (PRDP) and KALIP also under the Karamoja Integrated Development Programme (KIDP), and as such responded to the strategic objectives and corresponding result matrices of both programmes as well as to the response strategy of the country strategy paper and national indicative programme 2008-2013.

Further to PRDP and KIDP, the Office of the Prime Minister (OPM) also developed the Karamoja Action Plan for Food Security (KAPFS). This USHS 90 billion plan was launched in February 2010 as a tool for implementation of the livelihood component of the KIDP. It was also in line with the objectives of the PRDP. KAPFS aimed at ensuring sustainable food security and supporting increased household incomes within the Karamoja sub region.

In order to effectively transform livelihoods in Northern Uganda and Karamoja sub-region, ALREP and KALIP focused on the restoration of the productive capacity of farmers, and strengthening the linkages to agricultural service provision in terms of advice, supplies, processing and access to rural finance. Such investments are considered central to the process of livelihood transformation.

The operational area of ALREP and KALIP covered 22 districts and 130 sub-counties in the Northern Uganda and the Karamoja sub-region, targeting the root causes of the development gap by establishing and strengthening Farmer Field Schools and Agro-Pastoral Field Schools across the targeted regions. Focus has been on, among others, capacity-building activities, such as agricultural skills development, market linkages, community savings and access to loans, and also essential services and productive infrastructure in support of smallholder farming (e.g. feeder roads, water, markets, peace, and security).

The Supervising Authority of both programmes was the Office of the Prime Minister (OPM) by virtue of the fact that OPM has the mandate for post-conflict rehabilitation. In that context, OPM is responsible for the co-ordination of the implementation of the Peace, Recovery and Development Plan (PRDP) for Northern Uganda that is the strategic GoU document, to which ALREP and KALIP responded.

The operational period of both programmes expired on 8 March 2015, and therefore, in accordance with EU procedures, a final evaluation of both programmes took place.

For better targeting the specific activities of each programme, the results of the final evaluation mission of ALREP and KALIP will be presented in separate documents. Therefore, the present document will only focus on KALIP, always taking into account the specific context of the Karamoja sub-region.

#### 2.1 Objectives of the Final Evaluation

Following the Terms of Reference (ToR) in Annex 1, the global objective of the final evaluation mission is:

## To make an overall independent assessment about the past performance of the two programmes, paying particularly attention to the impact of the actions against its objectives.

In addition, the mission, based on its assessment, will also identify key lessons and propose practical recommendations for follow-up actions, which will feed into the design process of the successor programme in the field of rural development in Northern Uganda and Karamoja, which will be funded under the EU 11<sup>th</sup> EDF.

#### Course of the mission

The mission started its activities at home base with reviewing pertinent literature (Annex 2) provided by the EUD in Kampala.

During the inception phase in Kampala, the following actions were undertaken:

- A briefing meeting was held with the EUD;
- A meeting was held with the Permanent Secretary at the Office of the Prime Minister and with the NAO;
- Meetings were held with former staff members of the PMU;

Other meetings were held with Implementing Partners of KALIP these being; FAO, ASB, and Mercy Corps. The purpose of these meetings was to obtain a first impression on their perceptions of the programme. Accompanied by the National Programme Coordinator and the Chief Technical Advisor the team carried out a courtesy visit to the Permanent Secretary (PS) of the Office of the Prime Minister (OPM).

As per the team's initial briefing with the EUD, the major issues covered by this evaluation are as follows:

- An independent judgement on what was actually achieved by KALIP;
- Provide lessons learnt (including from the administrative setup), and especially what could be done better;
- The main focus of the report is on Impact and Sustainability. Although the programme has been assessed against all DAC criteria as per the standard methodology;
- To verify the method used by the PMU to calculate possible deviations between targets and achievements, and assess the effectiveness of the monitoring system, which was put in place by the PMU, and provide elements of information to assess the longer term impact of the programmes.

#### 2.2 The mission's methodology

An overall work-plan for this assignment can be found in Annex 3, and the following methods were applied in the conduct of this evaluation:

- Review of information and material (pertinent literature and background documents) with issues related to KALIP. From all the documents availed to the mission through PMU and implementing partners, a desk review of pertinent documents was conducted. The desk review also involved a review of GoU documents that were of relevance to KALIP.
- Meetings with representatives of the Office of the Prime Minister (OPM), the EU Delegation, the National Authorising Officer, with ALREP/KALIP PMU senior management, with representatives of implementing agencies as well as with beneficiaries of both programmes. Discussions provided useful background information on how effectively transformation of livelihoods was carried out and the programmes contribution to poverty alleviation in Northern Uganda and Karamoja. The discussions aimed at deepening the team's understanding of the issues and constraints that should be considered when working in an area that has been impacted by conflict over many years, and how the post conflict recovery strategy was planned. A list of persons/organisations consulted is presented in Annex 4.
- Evaluations of the impact of the programme and assessment of whether all indicators of the log frame (Annex 5) are properly followed and information is regularly updated. Ground thruthing exercises were carried out to assess the soundness and relevance of the indicators and data being collected during the course of the programme.
- After the inception phase, a 2-weeks field mission was carried out to KALIP project areas located in the target sub counties of the seven districts of the Karamoja sub-region. The mission's field visit itinerary is presented in Annex 6. The field visits included meetings with former local management and technical staff of the KALIP programme, district authorities and with beneficiaries of the programmes. Details of the intervention areas are presented in Annex 7.
- Flexible interviews with beneficiaries (using a translator) were applied during the field mission and were used for information collection. These questions would refer to the interviewees' perceptions of the activities that they were engaged with, in particular the relevance, effectiveness, efficiency, impact and sustainability of those activities.
- Assessing how the implementation of visibility and communications for both programmes was carried out.

An analytical and systematic approach including a study of the baseline against end line indicators (Annex 8) has ensured that all issues were duly analysed before any conclusions were drawn. The methodological approach used required the triangulation of information provided by informants at all levels of programme implementation, from direct beneficiaries at the village level up to senior government officials, such as Chief Administrative Officers (CAOs), District Production Officers (DPOs) and former IPs and programme staff. In addition, the results of impact surveys were employed to test conclusions. This provides for the legitimacy of the conclusions that the mission has drawn. It should however be borne in mind that implementation of KALIP had come to an end when the mission was in the field, and therefore some of the persons involved were no longer available to contribute to these findings.

The mission took care to obtain the views of project beneficiaries in a participative manner and particular emphasis was placed on the perceptions of beneficiaries regarding the outcomes of KALIP.

Whenever possible, the mission asked the beneficiaries for their opinion on lessons learnt and about their future needs in terms of new activities.

An analytical and systematic approach during the course of the mission ensured that all issues were duly analysed before any conclusions could be drawn. This approach also required that contributions of all implementing partners were systematically examined.

#### 2.1.1 Evaluation criteria

Following the ToR, the OECD-DAC evaluation criteria - relevance, efficiency, effectiveness, impact and sustainability were applied, including also EU added value and coherence. Given the timing of the evaluation in the project's life span, emphasis for this evaluation was placed on effectiveness, impact and sustainability. An important reason for this final evaluation was to learn lessons that may be of use during the implementation of the follow-on project, which is expected to start in 2017. There are a number of projects and programmes active in the same field, and unified approaches are essential for success. This final programme evaluation provides an insight into consistencies and inconsistencies of various approaches and how better synergies could be achieved.

#### 2.1.2 Limitations of the Evaluation

The main limitation of the evaluation was lack of time. Evaluating two complex programmes, which span 22 districts (ALREP, 15 districts; KALIP, 7 districts) with a time frame of 28 working days in Uganda (33 days overall for KALIP) is naturally a challenge, and did not always allow for a comprehensive impact assessment of all activities undertaken. The fact that the programmes were short, and subject to various delays, led to a lot of delivery in the closing stages, and this in turn compromised the effective collection of end line data. Another constraint was the fact that both programmes had already closed which had implications for locating the right contacts in the field as very few, if any, of the former IPs' staff were available.

The absence of some district leaders (CAOs and LCVs) at the scheduled times for district interviews, because of other commitments, resulted into re-scheduling of interviews (whenever possible) in some districts and delays in completion of field work by the evaluation mission.

The evaluators assessed only one programme each, thereby covering more ground between them. However, obtaining a satisfactory understanding of the context on the ground, including the wide range of actors involved in implementation was challenging. Despite the former and latter, any omissions, misunderstanding and errors are entirely the responsibility of the evaluation team.

The team wishes to thank all the beneficiaries, DPOs and other DLG staff consulted during the field mission for the significant amount of time devoted to assisting and advising them. Two former OPM/PMU staff, the Programme Officers of ALREP and KALIP, who accompanied the evaluators during their field missions in Northern Uganda and Karamoja deserve particular thanks.

## 3. Background to the Karamoja Livelihoods Programme

#### 3.1 Overview of Karamoja Sub-region

The Karamoja sub-region comprises seven districts of Abim, Amudat, Kaabong, Kotido, Moroto, Napak and Nakapiripirit, which together cover approximately 27,200 km2 of North Eastern Uganda. Figures from the preliminary results of the 2014 census reveal that the Karamoja region has a population of nearly 990,000 inhabitants.

Rainfall is generally limited and unpredictable in Karamoja, with an annual average rainfall of 400-600mm in the east of the region and 1,000 mm in the west. The region is mostly semi arid and as agricultural production is reliant on rainfall, drought conditions generally cause failed harvests. The erratic and poorly distributed nature of the rainfall influences the types of activities and undermines livelihoods in the sub- region. Based on climatic conditions there are three distinct key livelihood zones in Karamoja: (i) the Western Wet-Agricultural Zone (Green Belt), (ii) the Agro-Pastoral Zone and (iii) the Arid-Pastoral Zone. A more detailed picture regarding the livelihood zones is presented in figure 1.

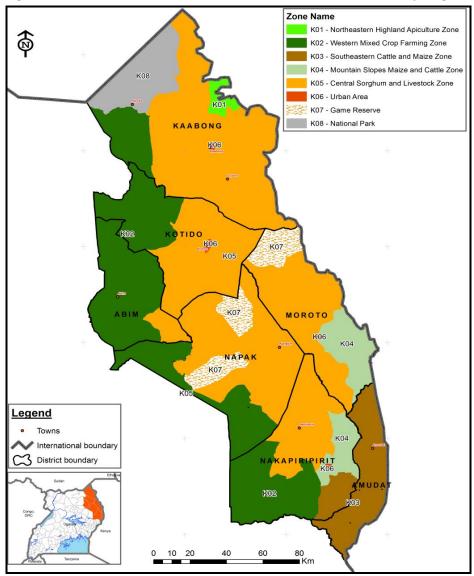


Figure 1: Adminstrative boundaries and livelihood zones in Karamoja region

Unlike the rest of the country, with two rainy seasons and two planting seasons, Karamoja has one rainy season and therefore only one planting season. Cyclical droughts and erratic rainfall on one side but also heavy floods on the other severely affect crop production and pasture for livestock, thereby having a direct negative effect on the livelihoods of the population. The region suffers severe environmental degradation (soils erosion), poverty, poor infrastructure and high prevalence of diseases. With the impending climate change, the variability of rainfall both in amounts and distribution is expected to increase.

The state of chronic poverty and vulnerability in Karamoja is reflected in poor socio-economic and political indicators, probably some of the worst in the country. Figures provided recently by the Uganda Bureau of Statistics indicate an overall poverty rate of 76% in Karamoja, as compared to 23% at national level. According to WFP & UNICEF<sup>1</sup> only 13% of households are able to meet their cereal, tuber and vegetable needs from cultivation which underlines the fact that agriculture productivity remains a concern.

The wider Karamoja, which also includes parts of Sudan, Kenya, and Ethiopia, is host to a pastoralist production system that defines local populations' economies and socio-cultural structures. Lively-hoods and living patters have changed significantly in recent years, which, however, has disrupted the traditionally pastoralist herder society. There are three livelihood strategies pursued in Karamoja today: (i) pastoral, (ii) agro-pastoral, and (iii) agricultural along with a diversity of activities including foraging, casual labour, and seasonal migration. The majority of Karimojong pursue a blended, dual-subsistence strategy, i.e. they combine livestock management and opportunistic cultivation. However, farming has increasingly become a larger part of a livelihoods strategy in the settlement areas of the 'green belt', located in the western part of the Karamoja sub-region.

Livestock production is a key component of agro-pastoral livelihoods being the source of animal protein (in the form of milk, blood and meat, especially from the small ruminants and poultry), and live animals, which are sold or exchanged to procure food grain, labour, inputs and other household expenses. Livestock management practices in Karamoja are largely based on an extensive transhumant livestock rearing system based on well defined movements of the majority of the herds and flocks, throughout the year, in search of water and pastures.

Livestock ownership in Karamoja has declined over the years especially in terms of the numbers owned by each household. According to FAO Uganda (personnel communication) there were declining herd sizes compared with 2010 and 2008. Losses are mainly attributed to diseases (53%), especially CBPP, CCPP and tick-borne diseases, while raids (37%), commercialisation of livestock and other forms of theft account for the rest. A 2012 FAO KALIP Quarterly Report<sup>2</sup> noted that births and procurement continued to be insufficient to offset diminishing livestock numbers, despite favourable conditions for pasture and water availability. Low rate of livestock reproduction is attributed to Brucellosis (a zoonotic disease), which has reached epidemic levels in most districts, especially in south Karamoja. The disease causes foetal abortions in cattle and goats. It also poses serious public health danger to humans who consume un-boiled.

In addition to animal diseases, productivity is hampered also by poor nutrition and insufficient access to mineral supplements and feeds. Access to grazing lands has been limited by the system of protected kraals, which shortened the time available for grazing, and, by concentrating large numbers of animals together, resulted in increased morbidity and mortality. Whilst a necessary development in some areas, the limitations imposed on livestock movement resulted in the breakdown of traditional transhumant routes and severe overgrazing of some pastures.

<sup>&</sup>lt;sup>1</sup> WfP & UNICEF (2014), Food Security and Nutrition Assessment, page 7

<sup>&</sup>lt;sup>2</sup> FAO KALIP Quarterly Reports, April 2011 - Dec. 2012

There is urgent need to address the issue of degraded rangelands. According to FAO Kaabong (personel communication), pastures along with established pastoral migratory patterns, are dominated by grasses with little nutrient value. Therefore over-sowing existing natural pastures with palatable and highly nutritious grass species, in combination with appropriate compatible legume species, could certainly improve the productivity of pastures and the well-being of livestock in terms of nutrition. This procedure, however, is very time consuming and requires well established research facilities.

Returning Karimojong from larger urban centres like Mbale, Busia and Kampala as well as communities from other parts of Karamoja have set up new communities, referred to as 'settlements'. This shift has been promoted by government at national and local levels encouraging communities to make use of the "Green Belt's Zone" potential for agricultural and livestock production which stretches from the Northwest to South-western parts of the region. The movement of people into the wetter Green Belt zones has resulted in a significant shift towards crop farming, although pastoralism remains the dominant economic livelihood for the Karimojong, and its viability as both a way of life and a livelihood is dependent upon the availability of natural resources, access to land and environmental factors. Compared to pastoralism, crop farming is more susceptible to erratic rains and if exacerbated environmental degradation, cropping can become less attractive in particular in those areas prone to regular droughts.

In Karamoja, crop production has become increasingly popular and the main staples are sorghum, millet, maize, groundnuts and beans. These crops are mostly cultivated along the "Green Belt Zone" but to some extent can also be found in Manyatta home gardens, often also in combination with horticulture activities. In some regions cassava has been introduced into the cropping system. In this context it should be noted that the 6<sup>th</sup> KPC meeting held in July 2014 resolved to make the planting of cassava a security crop, and this was unanimously adopted by the 3<sup>rd</sup> meeting of PRDP2 monitoring committee. According to the observation during the field mission, this crop will certainly expand in areas where conditions are favourable for cassava production, as it provides some unique features regarding food security (e.g. cassava can be an insurance against famine, because the crop can be harvested on demand and left in the ground for two or three years without deterioration of the tubers). In addition, cassava seems to fit well into the context of the Karamoja cropping system, and there is also potential for it to become a cash crop for household income diversification. To some extent, KALIP already achieved this. Through FAO, over 200 acres of cassava were multiplied and in Karenga sub-county in the Kaabong District, farmers have already experienced these benefits.

#### 3.2 The Karamoja Livelihoods Programme, (KALIP)

With the return of peace to Karamoja, following a successful disarmament of the Karimojong warriors by the government, a number of development programmes are being implemented in the region by the government and development partners, to address the complex socio-economic and environmental opportunities and challenges that the region presents.

Although the situation in Karamoja in the past appeared complicated, overtime, with concerted effort of OPM in collaboration with Ministry of Defense, Ministry of Internal Affairs, sectors and other development actors, the security situation has gradually changed for the better.

In order to effectively transform livelihoods in Karamoja, KALIP's design was focused on the restoration of the productive capacity of farmers, capacity-building activities, such as agricultural skills development, community savings and access to loans, and also essential services and productive infrastructure in support of smallholder farming, such as: feeder roads, water infrastructure, capacity building of local governments and peace and security (specifically in the context of the Karamoja sub-region).

The Karamoja Livelihood Programme (KALIP), under financing agreement UG/FED/2008/020-280, started in February 2010, and the operational period expired on 8 March 2015. The total funding of this programme was € 15,000,000.

KALIP's design was based on interrelated technical activities addressing critical food security, livelihood issues, peace and security and the overall objective of this programme was:

"To promote development as an incentive to peace in the region by supporting agro-pastoral production livelihood alternatives and income generation opportunities for the people of Karamoja."

<u>The purpose of KALIP</u> was to protect and enhance incomes and food security of the agro-pastoral communities, and support them in building up their productive asset base. In this context KALIP was conceived to achieve 4 results (each with different components):

(i) Productive assets built through labour intensive works and capital injected into the local economy;

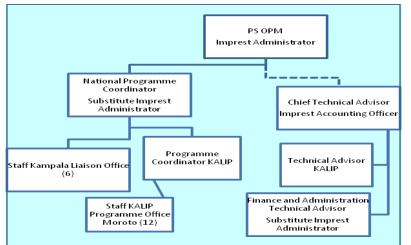
- (ii) Agro-pastoral production improved and alternative means of livelihoods promoted;
- (iii) Local government strengthened; and
- (iv) Peace building initiatives supported.

KALIP carried out its interventions at the sub county level always in collaboration with the District Government (DG) and three Implementing Partners (IP) were involved in the implementation of grants: (i) Mercy Corps Scotland in the north Karamoja in Kaabong and Kotido; (ii) Arbeiter Samariter Bund (ASB), in partnership with GOAL, in Abim, Moroto and Napak; and (iii) DanChurch Aid (DCA), in South Karamoja in Amudat and Nakapiripirit heading a consortium, which also included the Agency for Technical Cooperation and Development (ACTED), Cooperation and Development (C&D) and Canadian Physicians for Relief and Development (CPAR). FAO, on the basis of a standard contribution agreement with KALIP, operated in all 7 districts using 10 sub-contracted IPs and distributed farm tools and inputs, and trained farmers and cattle keepers using the Agro-Pastoral Field School (APFS) approach. Further details related to all Implementing partners are presented in Annex 8.

All agreements and contracts were procured according to the EDF rules and procedures. During discussions with IPs it was always stated that EDF rules are complex and approval procedures, which require approval by NAO and endorsement by the EU, are lengthy.

KALIP was implemented by the OPM through a Programme Management Unit (PMU) which was responsible for the day-to-day management of the programme. The KALIP programme office was located in Moroto, while the liaison office was based at the OPM office in Kampala.





As can be seen from figure 2, the PMU was supported by a Technical Assistance Team (TAT), with a Chief Technical Advisor a Finance (CTA) and and Administration Technical Advisor (FATA), both based in Kampala, and a Technical Advisor (TA) in Moroto. The CTA and FATA held the function Imprest of Accounting Officers.

The PMU's responsibility also included supervision of activities carried out by IPs. Other important partners were the District Local Governments (DLG) and the Uganda Police Force, who were both supervisors and beneficiaries of the programmes. PMU was always available to assist these partners through the complexities of 10<sup>th</sup> EDF implementation and arranged two trainings on 10<sup>th</sup> EDF implementation. KALIP also included a MoU between OPM and the Ministry of Water and Environment for the implementation of PE5, which included the construction of 23 valley tanks. The ultimate beneficiaries of KALIP were the local communities in the operating areas of KALIP and District staff, and police officers were also important beneficiaries.

While the National Programme Coordinator (NPC) was in charge of overall PMU management the technical supervision was carried out by the Permanent Secretary (PS) OPM.

Given the special situation of the Karamoja region, it should be noted that in some cases procurement was carried out using the "fragile status rule" which allowed direct awards of contracts.

The Financing Agreement (FA) was signed on 9 March 2009, however, its implementation started only 16 months later on 9 July 2010 causing tremendous problems with the commitment deadline (D+3 date<sup>3</sup>). This problem was highlighted in the inception report, and brought to the attention of the EU Delegation which approved an extension of the D+3 date by one year. In order to overcome procedural problems on the valley tanks, a second D+3 extension was granted. According to PMU staff, the extension of D+3 date provided sufficient time to complete effectively all the procurements in 3 years and 9 months.

In order to oversee and validate the overall strategies and the technical execution of KALIP and advising OPM, a Programme Steering Committee (PSC) was established. This was in agreement with the FA. PSC meetings were organized once every quarter, and members of the following institutions were represented: 1) Office of the Prime Minister (Chair); 2) Ministry of Finance Planning and Economic Development (NAO); 3) Ministry of Local Government; 4) Ministry of Agriculture, Animal Industries and Fisheries; 5) National Agricultural Advisor Services Secretariat; 6) Representative of the Local Governments, (CAO from Moroto for KALIP); 7) Representative of the Uganda National NGO Forum; 8) European Union Delegation; 8) National Programme Coordinator and 9) Chief Technical Advisor.

During its mandate, the PSC critically followed the implementation of KALIP, scrutinising programme estimates and progress reports, and as such ensuring that the programme remained always on track.

<sup>3</sup> The D+3 is the date three years after the FA comes into force. All procurements have to be completed before that date, except procurements from the imprest component of the PEs, audits and evaluations. The D+3 date of KALIP was originally 8 March 2012.

## 4. The Evaluation Results

#### 4.1 Relevance

#### **Coherence with Development Policy Frameworks and Past Experience**

KALIP's objective of promoting development as an incentive to peace in the Karamoja region by supporting agro-pastoral production livelihood alternatives and income generation opportunities for the people of Karamoja is highly relevant to smallholder agriculture and food security and therefore appears justified. It is a logical and necessary means of contributing to the livelihoods of smallholder farmers. While not an objective in itself, it is a means of strengthening the capacity of smallholder farmers, supporting national policies and through this, also contributing to rural development, poverty reduction and peace and safety in the Karamoja sub-region.

KALIP is a follow-up programme providing continuity and consolidation of the 9th EDF-funded Northern Uganda Rehabilitation Programme (NUREP).

KALIP remained directly relevant to all seven objectives of the Karamoja Action Plan for Food Security (KAPFS), which were: (i) increased crop production and productivity; (ii) increased livestock production and productivity; (iii) increased functionality of existing water sources for production; (iv) restoration and revitalisation of the degraded natural resources; (v) improved post-harvest storage facilities; (vi) improved access to markets and value addition; and (vii) capacity building for indigenous stakeholders and other service providers.

In order to decrease the development disparity between Karamoja and the rest of the country, KALIP's design was focused on the transformation of livelihoods and provision of food security by providing support to the restoration of the productive capacity of farmers (e.g. livestock and crop production and income diversification).

KALIP is a relevant programme to GoU and in line with the National Development Plan (NDP) as well as with the Karamoja Integrated Development Programme (KIDP). It has been consistent with, and supportive of the policy and programme framework within Uganda, in particular the EC Country Strategy Paper and National Indicative Programme.

NDP strategies for Agriculture Development relevant to KALIP	Related KALIP Objective
Objective 1: Enhance agricultural production and productivity	KALIP overall objective and
Strategy 8: improve agriculture livelihoods in Northern Uganda	purpose
1. Improve production by increasing productive assets of farmers,	Result area 1 and 2
access to agricultural knowledge and service delivery	
2. Build capacity of farmers and Local Governments, and strengthen	Result area 2 and 3
the Local Government Production Departments	

NDP strategies relevant to KALIP are presented in the following table:

The Karamoja Integrated Development Programme (KIDP) seeks to focus on the need for measurable development in the peaceful environment that now exists in Karamoja. In this context, the Office of the Prime Minister (OPM) developed a five-year comprehensive results matrix (2011 - 2015) for KIDP to be used to track and monitor various development interventions in Karamoja. The KALIP outputs were aligned to the KIDP matrix and contributed to the following KIDP strategic objectives, (SO):

SO 1: Provide and ensure adequate security for the people of Karamoja;SO 2: Establish law and order in Karamoja (KALIP Result area 4 – Community Policing);

- **SO 3:** Support the provision and delivery of basic social services to the people of Karamoja KALIP Result areas 1, 2 and 3 (productive assets, valley tanks, APFS, CAHW and DCBWP).
- **SO 4:** Support the development of alternative means of livelihood for the people of Karamoja KALIP Result area 2 APFS;
- **SO 5:** Undertake stakeholder mobilization, sensitization and education in Karamoja;
- SO 6: Enhance the Coordination, Monitoring & Evaluation of KIDP Interventions (KALIP, PMU);
- SO 7: Crosscutting issues (applied to all KALIP interventions in line with EU and GoU policies).

KALIP's activities targeted 4 result areas with different components: (i) Productive assets built through labour intensive works and capital injected into the local economy; (ii) Agro-pastoral production improved and alternative means of livelihoods promoted; (iii) Local government strengthened; and (iv) Peace building initiatives supported.

#### KALIP's coherence with other Initiatives in Karamoja

Right from the start of the programme, KALIP worked in straight collaboration with stakeholders such as government programmes, NGOs, UN agencies (FAO) and development partners, thus ensuring appropriate strategic developments across Karamoja.

KALIP is complementary to other programmes in Karamoja, and its coherence with other initiatives being undertaken include:

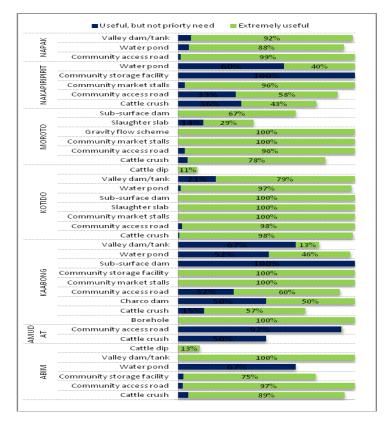
- "Enhancing resilience in Karamoja, Uganda"; 2013-2016, supported by DFID. The project aims to increase resilience to extreme climate and weather events in semi-arid Karamoja through strengthening nutrition programmes, livelihoods and food security for the vulnerable communities by December 2015 with an aim of reaching 200,000 people with improved food security through participation in public works programmes, 6,000 agro-pastoralists and pastoralists with access to improved animal nutrition, acute malnutrition reduced by treating 212,500 children under five and pregnant and lactating women and 800,000 cattle vaccinated against epidemics.
- "Adapting agricultural cultivation methods of the Karimojong to climate change in the Karamoja sub-region"; 2011 to 2016, supported by GIZ. The project provides support to the people of the project zone and to local governments of the four southern districts of Karamoja, in the following areas: (i) Strengthening local disaster prevention capacities; (ii) Sustainable management of natural resources; (iii) Water for agricultural production; (iv) Agro-pastoral production.
- "Regional Drought Cycle Management Project" supported by the European Commission for Humanitarian Aid and Civil Protection (ECHO). This has provided training on Livestock Emergency Guidelines and Standards (LEGS) as part of its capacity-building contribution to PRDP. The course targeted District Veterinary Extension staff in Karamoja and selected NGOs involved in livestock related activities in the region.
- "Regional initiative in support of vulnerable pastoralists and agro-pastoralists in the Horn of Africa" funded under the EC Food Security Thematic Programme.
- "Improved food security, livelihoods and resilience of vulnerable pastoral communities in the Greater Horn of Africa" funded by the Swiss Agency for Development and Cooperation.
- The "Resiliency through Wealth, Agriculture and Nutrition" (RWANU) project is a five-year, \$50 million Development Food Aid Program funded by USAID's Office of Food for Peace and implemented through ACDI--VOCA in 16 sub counties in the districts of Amudat, Moroto, Napak and Nakapiripirit. The project is designed to reduce food insecurity among vulnerable people in South Karamoja, Uganda. Rwanu means "future" in NgaKarimojong. Interventions

are focused on 3 areas:1) Improved Access to Food; 2) Reduced Malnutrition for Pregnant and Lactating Mothers and Children under five, and 3) Cross-cutting Issues: RWANU promotes gender equity by including both men and women in project activities, facilitating women's participation without overburdening them and ensuring that both men and women engage in remunerative production for the market. In addition, RWANU applies a climatesmart approach to program implementation.

- In October 2012, Mercy Corps launched the \$55 million USAID-funded "Sustainable Transformation in Agriculture and Nutrition (SUSTAIN) programme." The programme is being implemented in three districts of the Karamoja sub-region, including Abim, Kotido, and Kaabong districts, reaching approximately 540,000 individuals, including 304,140 direct beneficiaries. This five-year food security program aims to improve peace and food security in Karamoja through the achievement of three inter-related strategic objectives: 1) Livelihoods strengthened; 2) Nutrition among children under two improved and 3) Governance and local capacity for conflict mitigation improved.
- NUSAF 2, the "Second Northern Uganda Social Action Fund Project" is a project of the Government of Uganda to support reconstruction in the 'Greater North' of Uganda. It is financed by a loan from the World Bank, and with DFID grant financing for some components, NUSAF2 has three components: (i) Livelihood investment support, (ii) Community Infrastructure, and (iii) Rehabilitation and Institutional Development. The project seeks to build community infrastructure in health, education and water sectors, utilising labour intensive approaches to support public works and supporting livelihoods through household income support. DFID donated £12 million to World Food Programme (WFP) to implement the productivity enhancement programme, to increase productive assets and improve incomes. NUSAF objectives are relevant and complementary to KALIP, and there are overlaps in geographical coverage.
- The United Kingdom, Japan, Norway and Sweden funded the WFP/NUSAF 2 project, which helped to protect Karamoja from drought impacts that devastated parts of the Horn of Africa last year. WFP implemented the relief and assets projects in addition to a safety net aimed at addressing chronic hunger among young children. The safety net included school meals, the mother and child nutrition programme and an early childhood development programme, which WFP started 2011.
- Recently, the Government of Uganda in partnership with the United Nations Development Programme and the Government of Japan have launched in 2014 the USD 900,000 "Enhancing Food Security, Livelihoods and Resilience Building in Karamoja" project. The project is aimed at recovering livelihoods and building resilience in the drought prone Karamoja region districts of Nakapipirit and Amudat, which have not only suffered insecurity caused by a long culture of cattle raiding, but also inconsistent rainfall patterns that do not encourage farming. The project will focus on the rehabilitation and upgrading of water facilitates in the target districts, improving accessibility to clean water. This will bring water facilities close to the communities, saving women whose duty is to fetch water, reducing the burden of walking long distances to get it, hence making time for other economic activities.

#### High relevance of infrastructures to beneficiaries

#### Table 1: Relevance of infrastructures to communities



KALIP has a strong infrastructure component (58,2 % of the total number of contracts were related to infrastructure) which is of high relevance for the communities in the Karamoja region (Table 1; PMU/KALIP Baseline Report). This refers in particular to water infrastructures, as these substantially contribute to enhance resilience to drought and livestock diseases.

As shown in table 1, households in all districts considered water infrastructures extremely important for the communities. The evaluation confirms the high relevance of valley tanks and dams, water ponds, subsurface dams. and boreholes. Community storage facilities and community access roads are also considered to be useful or extremely useful.

KALIP provided 127 water infrastructure facilities for production and also drilled 14 boreholes. In addition, in collaboration with the Ministry of Water and Environment (MWE), KALIP also constructed 23 valley tanks in previously defined strategic areas (Annex 9). With this water-for-production related activities, KALIP also contributed to the implementation of the National Water Policy of 1999 which considers water as a social and economic good that needs to be provided to all Ugandans.

#### Problem analysis and cross-cutting issues

The nature of the problems originally identified did not change during the course of the implementation of the programme, and consequently the objectives of KALIP needed not to be updated in order to adapt to changes in the context. Only minor adjustments were necessary, for example result area 4 in KALIP was modified after specific requests from the Minister for Karamoja Affairs, shifting the peace building result to support to community policing.

The final evaluation mission considers that the quality of the problem analysis was good and stated objectives correctly addressed the identified problems and social needs in the Karamoja sub-region.

Regarding cross-cutting issues, little, if any, gender analysis is available in KALIP's documentation. The issue is primarily addressed through the disaggregation of participants according to gender, particularly in reporting on group activities. Vulnerable groups, particularly individuals subject to food insecurity, were directly targeted in the selection of groups involved LIWs receiving CFW. This resulted in a majority of female beneficiaries also in APFS.

No analysis of gender outcomes was planned or undertaken. In all group-based activities a majority of women were present, however, the mission found during the field visits that group leadership roles

were male dominated. Although the documentation shows that large numbers of women did benefit from KALIP (e.g. cash for work activities), the programme design did not specifically set out to enhance the contribution of women to household food security and improved family welfare, and did not assess how these contributions could be further targeted.

Other cross-cutting issues were rather principles applied across all its interventions and included integrating planning and budgeting, encourage community participation and HIV/AIDS.

A relevant cross cutting issue strongly emphasised in KALIP relates to the environment. Some planned activities specifically targeted extensive tree planting and recycling measures taken on the KALIP compound in Moroto. Through specific training on community-based watershed management and general soil and water management practices, the communities were able to implement a wide array of measures aimed at restoring/reclaiming their environmental, natural and other biomass resources - like erosion control barriers, gully reclamation, recycling of organic matter, cover-cropping. In addition, gabion cages were constructed as a measure to solve the problem of gully erosion. Semicircular and trapezoidal bunds, plus tree planting were also introduced. These were soil and water conservation measures constructed using LIWs to improve cropping and tree survival. The PMU also contracted the Uganda Carbon Bureau (UCB) at the start of KALIP to obtain advice on how to reduce carbon emissions and the opportunity to offset any carbon produced by paying money to Uganda Carbon Bureau (UCB) to support tree planting started in Southern Uganda. As a consequence of these two steps, KALIP received "Carbon Neutral" status for all of its years of operation. This concern for the environment was passed on to contractors who were requested to avoid cutting trees on construction sites and ensuring site clean-ups after the completion of works. For the case of the NGO partners and FAO, they were asked to include environmental measures as cross cutting measures, and through this, all had an element of tree planting and two (FAO and ASB/GOAL) supported the introduction of fuel saving stoves which were popular and widely replicated. The consultant could observe that the fuel saving stove technology is of high relevance for households and were very much appreciated by all the beneficiaries in particular women, as these stoves consume about 60% less wood.

The analysis of risk in the logical framework (Annex 5) appears reasonable, reflecting a thorough understanding of the problems encountered in Karamoja. The major risks identified were unfavourable climatic conditions, security situation and delays in start-up due to protracted discussions with the Government on implementation modalities. These risks were not identified and they could not reasonably have been anticipated.

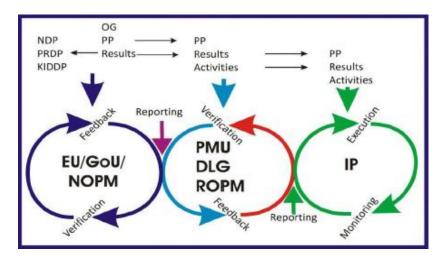
#### Identification of stakeholders

The identification of key stakeholders and target groups and of institutional capacity issues was carried during the inception phase of KALIP. Right from the beginning KALIP worked in straight collaboration with the districts. The districts provided recommendations and confirmed that the interventions proposed by the IPs were prioritized by districts and that they were in conformity with the district development plans. The evaluation mission considers that this procedure was of high relevance with regard to the level of ownership.

In addition, the District Local Governments (DLGs) selected the target sub counties based on the agreed criteria (needs assessment of communities) and these were included in the MoUs that KALIP signed with District Authorities.

#### Set up of an M&E system

Considering the complexity of KALIP, PMU established well defined and appropriated monitoring and evaluation (M&E) arrangements. Data collection and reporting from IPs were used to feed the M&E system. This procedure was systematically carried out at three distinct levels as shown in the following graph.



Based on information of PMU staff for each of the cycles from right to left above, the reporting levels in the log-frame moved upwards. The IPs reported on their activities and results, and their reports fed into the Activity and Result level of the PMU, and eventually into the corresponding Results of the NDP, PRDP and KIDP.

This procedure was crucial and relevant to achieve the programme's objectives.

#### 4.2 Effectiveness:

In terms of evaluating the effectiveness of the delivery, some outcomes were compromised due to the complexity of EU tendering and contracting procedures which resulted in delays. Due to these time constraints some works were completed only in the final weeks KALIP, and during the field mission the evaluator could testimony that the works regarding the Regional Vet Lab in Moroto were still ongoing<sup>4</sup>. It is advisable that under a new programme, an initial inspection is made of all KALIP provided infrastructure to ensure that is complete and is being operated effectively. Any issues related to design and construction quality should be addressed, and where user management committees are not working effectively, further training must be provided. This could eventually be considered for large water infrastructures (valley tanks and water ponds regarding siltation) and grain stores (management and hygiene measures).

The project's intervention logic was well reflected in the logical framework matrix Annex 5. However, the objectively verifiable indicators (OVI) of achievement were always expressed in percent and in most cases only quantitatively oriented without providing information on the quality of the results to be achieved (e.g. quality of APFS training curricula, quality of reports elaborated by production department). Therefore, without concrete basic data/assessment parameters derived from the baseline survey report, the final evaluation mission found it difficult to understand the OVIs. An example is presented in annex 8, where baseline indicators are compared against end line indicators. In annex 8 referring to result area 2 the example of crop production (highlighted in yellow) is used to demonstrate the importance of basic data/assessment parameters.

<u>OVIs</u>: crop production levels amongst 240 APFS increased <u>by 20% and 30%</u> by 2012 and 2013 respectively; <u>assessment parameters</u>: crop yields (kg/ac) of major crops. As can be seen from annex 8 there are no basic data/assessment parameters available in the baseline regarding crop yields that could serve as a comparison with the end line data.

<sup>&</sup>lt;sup>4</sup> The consultant was informed that the contractor chose not to show up for three months after signing the contract

Without knowing the baseline value data of the indicator it will therefore not be possible to assess during the end line survey whether training activities or inputs (e.g. improved seeds) led to an improvement of crop yields by 20% and 30%.

It is worth mentioning that in the context of crop yield comparison it is not recommended and not effective to carry out crop yield assessments based on a household level. Crop yield assessments on the basis of an area (acre or hectare) are much more appropriate, as they clearly indicate whether transferred knowledge and inputs have an impact on productivity or not. Using the household as a reference for both the baseline and end line survey provides a distorted picture of the situation (e.g. number of household member differs, cultivation area varies, use of crop is unknown). As households differ regarding their cultivated area, the informational value of "crop harvest per household level" does not contribute to assess the effectiveness of transferred knowledge and inputs.

The mission visited senior local government staff in all 7 districts and also interviewed District Production Officers (DPO). All expressed their appreciation of KALIP and all senior officials were very aware of the positive role that KALP had played, but some of them expressed some concerns regarding the sustainability of interventions and also expressed the view that community members must be pushed into self-sustaining livelihoods rather than looking for free hand-outs. They strongly recognised the effectiveness of the KALIP contributions, and also very much appreciated the efficiency with which the programme had been implemented, including the very high levels of collaboration with officials and the up to date flow of information. Of particular interest to the DPOs were the assets that KALIP had provided, and all indicated that KALIP was transformative as far as their day to day working life was concerned.

During several conversations at community level (the consultant raised the question: "for you (the beneficiaries), which were the 2 most important aspects which KALIP brought to you?" It was noted that the strongest expression of appreciation for KALIP came from beneficiaries of water infrastructures (valley tanks, sub surface dams, boreholes, rain water jars) who profited from a longer availability of water during the dry season. This was followed by CfW activities and VSLA and according to beneficiaries money would be used to pay for food (in particular during the lean season), for school fees and health services rather than for productive purposes.

The inputs provided freely to APFS groups by FAO (and one IP), such as seeds, cassava cuttings, oxen and ploughs, agricultural tools and fruit trees were much appreciated by all respondents. The consultant, however, was not able to determine whether these inputs were effectively used by the beneficiaries. This situation, however, can possibly be explained by the fact that the mission visited farmers' fields during the dry season when no activities are in place.

As part of the evaluation, the consultant met with KALIP's former IPs in order to obtain their opinions regarding their interventions. There was a high uniformity of opinion confirming the correct identification of interventions and regarding the efficiency of the PMU. During meetings with IPs, they appreciated the rigor with which the PMU analysed and monitored their work. However, all also confirmed that time was a big constraint, and that all their efforts were devoted just to deliver, and thus no time was left for follow up training activities.

As KALIP covered the entire large geographic area of Karamoja with a predominantly poor population in need of assistance and often confronted with food security problems, it was essential that the programme developed an objective method for deciding programme allocations. While there can be no strictly objective formulas for selecting project areas, it is the opinion of this evaluation that the methodology used is transparent, reasonably equitable and rational. In discussions with Local Government Officials, this methodology was appreciated, as they were fully involved in the decision making process. It is therefore recommended that future projects should follow this procedure for the allocation of resources. In the following is presented the approach used by KALIP to identify target areas, district and subcounty priorities and IPs. The process is set out in some detail as the mission considers this to be an effective procedure and a good reference for similar projects:

#### **Identification of Target Sub-Counties**

Under result area 3 (Local Government strengthened), Sub-Counties supported by KALIP were selected through participatory planning meetings with District Technical Planning Committees. Each district identified at least three rural Sub-Counties and one town council basing on need and agro-ecological zoning (i.e. pastoral, agro-pastoral and wet belt).

Under result area 4 (Peace building initiatives supported), Sub-Counties were selected by the Uganda Police Force based high crime rates, population and absence of suitable police infrastructure in a given Sub-County.

#### **Identification of District and Sub-County Priorities**

For KALIP, Local Government priorities as required under Result 3 were identified by the District and Sub-County administration. They were intended to increase the capacity of each local government production departments to provide effective planning, service delivery, supervision and monitoring.

The Programme office staff in Moroto moved to all districts to attend participatory planning meetings, involving members of the District Technical Planning Committee in each district. In these meetings, priorities were generated based on a certain budget ceiling equally provided for all districts. The PMU validated the priorities to ensure they were in the respective District Development Plans, after which they were consolidated in to District Capacity Building Work Plans (DCBWPs). These plans were forwarded to respective districts for signatures and back to the PS OPM for ratification.

After confirming the priority infrastructure projects to be constructed, KALIP consulted with Districts and MAAIF to find whether there were existing technical drawings for infrastructure projects. The drawings were found to be lacking, and a consultant was contracted to provide suitable designs, which were again shared with districts for acceptance. In length of this process, the PMU drew up a Bill of Quantities to ensure that the budget would be kept within that available to each District/Sub-County.

In the case of result area 1, KALIP recognised and emphasised the two aspects which involved:

- Increase productive infrastructure and assets in Karamoja to protect and enhance livelihoods;
- To transfer cash to the communities by enrolling them to offer their labour in the cash for work activities, for which they are paid money.

Actions which were recommended to operationalise the objectives included the provision of water sources, the protection of watersheds, the opening of community access roads and the promotion of Manyatta/backyard gardens. All these were to be done in close cooperation with the local government and the communities in order to guarantee an effective implementation.

#### **Identification of Implementing Partners**

KALIP launched a call for proposal (CfP), which was divided into three Lots covering the districts in Northern (Lot 1), Central (Lot 2) and South Karamoja (Lot 3). After thorough evaluation procedures, three grants were awarded to the following NGOs:

**Lot 1** – Mercy Corps under the theme "Lasting Infrastructure for Northern Karamoja promoting Agropastoral Growth and Enterprise (LINKAGE)."

**Lot 2** – Arbeiter Samariter Bund (ASB) in partnership with GOAL under the theme "Increasing Productive Assets and Strengthening Livelihoods in Central Karamoja."

**Lot 3** - DanChurchAid (DCA) with partners C&D, ACTED and CPAR under the theme "Livelihood Protection and Enhancement through the Development of Productive Assets."

The IPs effectively implemented the grants using the Labour Intensive Works (LIWs) approach to build productive assets and transfer Cash for Work (CfW) payments to the beneficiaries.

In the case of result area 2 (Agro-pastoral production improved and alternative means of livelihoods promoted), FAO was awarded a Standard Contribution Agreement (SCA) for an implementation period of 3 years. Altogether 11 IPs (Annex 9) were involved and the activities were focussed on: (i) The formation of 440 Agro Pastoral Field Schools (APFS), being 240 new and 200 old APFS; (ii) The provision of training and equipping of 500 Community Animal Health Workers (CAHW) to support livestock health and nutrition in collaboration with DPOs; FAO was managing also livestock mortality through CAHWs both at household level (treatment of sick stock) and "kraal" level (through massive vaccinations against diseases), and (iii) The promotion of environment protection and to assist in the establishment of viable income generating activities (IGA).

#### Effective training on agronomy issues

APFS, as well as receiving training from facilitators on agronomy issues (multiplication of improved seed varieties), poultry, and livestock management (including animal health), would also be formed into VSLAs. While the VSLA component seemed to have worked well (all APFS groups the consultant met were enthusiastic about VSLA activities) the consultant was not able to verify to what extent acquired agricultural knowledge was applied at field level by the beneficiaries. This, however, could be related to the fact that the mission carried out field visits during the dry season when crops are not on the field. There are two aspects, which were observed during the field mission and deserve to be mentioned as they effectively contributed to improve crop production and food security and reduce livestock mortality:

**1)** APFS groups which had received cassava cuttings and the respective training were keen about this new crop and expressed their intention to expand the cultivation area, also for marketing purposes. The consultant is convinced that cassava is a valuable crop, which will effectively contribute to food security in many areas in the Karamoja region. The main advantage of this crop is fourfold:

i) it is easy to be planted requiring not much labour;

ii) even under poor soil conditions cassava is still able to produce up to 1,5 t/ha;

iii) the tubers of cassava do not have to be harvested immediately so that problems with regard to storage do not arise; and

iv) once established, cassava has also the potential to become a cash crop.

**2)** The number of district production staff in Karamoja is far below the required need, and there is only one veterinarian available per district. In order to compensate for the lack of human resources at DPO level, KALIP, through FAO, effectively trained and equipped about 70 Community Animal Health Workers (CAHW) in each district. KALIP training for CAHWs made special emphasis on common zoonotic diseases, including brucellosis. District production coordinators, district veterinary officers and KALIP district focal point officers also participated in CAHW training, as did officials from the National Drug Authority. CAHWs are the link between the communities and the DPOs, and contribute substantially to improve the effectiveness of livestock disease surveillance and control service delivery. The 2014 outbreak of Foot and Mouth Disease was first reported through CAHWs. According to information obtained by district vets, the overall decrease in cattle mortality over the project period

was up to 66%. This effective contribution to control cattle mortality can be attributed to the increased skills of CAHWs and the greater availability of quality veterinary drugs provided through KALIP.

#### Programme estimate for the Ministry of Water and Environment (MWE)

In the case of valley tanks, after a tender failed to attract private contractors with the required technical and financial capability to execute the works, KALIP decided to contract the Ministry of Water and Environment (MWE) through Programme Estimate Number 5 (PE5) to execute the work. In order to speed up the works, KALIP procured an excavator, bull-dozer and a dump truck. To compensate KALIP for this equipment investment, MWE made a commitment to construct 6 extra valley tanks which would have a value equivalent to the cost of the machinery. Altogether, 23 valley tanks were constructed. Information regarding the location of the valley tanks is presented in Annex 10. In addition to infrastructure PE5 also included the training of district staff and community Water User Committees in valley tank operations and maintenance.

KALIP's strategy to collaborate with MWE resulted to be very effective. MWE proved to be very capable of executing the works, and would for future programmes be the most suitable candidate for valley tank construction.

#### 4.3 Efficiency

This chapter describes the efficiency of KALIP and is subdivided in three sections:

1) Implementation against timelines and commitment schedule; 2) Monitoring system applied by PMU; and 3) Comparison of outputs of KALIP against what was planned.

#### 1) Implementation against timelines and commitment schedule

Measuring the speed at which the PMU was made operational is an appropriate indication of efficiency.

Information on the basis of KALIP completion report reveals that PMU was largely staffed by the end of the 2nd quarter in programme implementation and remained practically fully staffed from the 4th quarter up to the end of the operational period. Overall, the programme managed to retain its staff until the very end, which greatly contributed to the efficient implementation and closure process. The Technical Assistance Team was fully established during the 1st quarter. At the closure of the PE4 operational period, some essential staff necessary for closing KALIP was incorporated from the OPM staff in the TAT service contract. This kept the team operational and has made it possible to complete reporting and audits before the end of the implementation period of the FA.

With regards to the commitment schedule, it is worth mentioning that the PMU quickly started to roll out its commitments, and already within the 1<sup>st</sup> quarter of the implementation period, the TAT contract was signed and became operational. In the 4<sup>th</sup> quarter, close to 40% of the funds were already contracted.

#### 2) Monitoring system applied by PMU

The following description sets out in some detail the very methodical and comprehensive monitoring system applied by the PMU. The level of detail given below is intended to clearly document the PMUs efficiency in producing comprehensive and consistent reports on a very timely basis, and also

to explain how the PMU met the programme's delivery targets so precisely<sup>5</sup>. The evaluation mission highly recommends that a similar monitoring system should be established in any future intervention programme of a similar nature. In the case of KALIP, the processes put a great deal of pressure on the staff of the PMU, as they also had to meet strict weekly deadlines. To achieve this, motivated and experienced staffing, working together within a tight and effective management team is of paramount importance.

#### **Monitoring of Infrastructure Projects**

During the inception phase an M&E manual for KALIP was produced. In addition one criterion for the selection of IPs was that they had an existing M&E system that was assessed to be adequate for the work involved.

Monitoring of infrastructure works was conducted at five levels, as follows:

**Level 1:** for each community level infrastructure project, the community selected a Project Management Committee (PMC). To establish this committee, a community level meeting would be held at which volunteers were requested to come forward. From these volunteers, nine people were selected (at least 30% were female). These groups were provided with a three day training by DLG officials, supervised by the PMU to ensure that they were fully conversant with the contractors' responsibilities and where able to accurately monitor their compliance with the agreed Bills of Quantities and technical drawings. At least one member of the PMC was to be on-site throughout the construction time, and in some cases (where distance from project was beyond 2 km) they were provided with bicycles to enable them to get to and from the site. They also received some lunch provision during handover and commissioning, but no payment. As and when a problem with the construction was identified, they were required to inform the District Clerk of Works, and, if necessary, the PMU engineer.

In addition to ensuring continuous monitoring of all community infrastructure works, this monitoring approach ensured a very high level of transparency to the community. This was likely to reduce conflict between the contractor and the community and also raise the communities' sense of ownership and responsibility for the completed structures.

**Level 2:** the District Clerk of Works (CoW) (DLG official, usually a civil engineer nominated by each district) was responsible to check all works on a regular basis and particularly at crucial times, such as prior to pouring concrete for the establishment of foundations. All measurements had to be checked to ensure that they confirmed to the Bill of Quantities and technical drawings. Any problems would be reported to the PMU engineer. The CoWs were also responsible to respond, in the first instance, to any issues raised by the PMC, as set out above. If unable to resolve a problem, the CoW had to request the PMU engineer to settle the matter. The CoW was provided with a budget for fuel, and a per diem to enable the above monitoring to be conducted. No fees were paid.

Level 3: each IP/contractor was required to deliver quarterly reports to the PMU on all progress achieved.

The contractors normally provided a work schedule/programme to the PMU and PMCs which was used to monitor their work progress.

In their quarterly reports they were required to state their progress in the week and their work-plan for the following week. These quarterly reports provided details that could easily be collated into their quarterly and ad hoc reports.

The KALIP programme office in Moroto was responsible for the first review of these reports. In addition, the reports were reviewed by the PMU office in Kampala. Upon receipt of each IPs'

<sup>&</sup>lt;sup>5</sup> The mission was requested by EUD to specifically address this issue

quarterly reports, the PMU was able to provide advice and feedback (usually through letters) so that implementers completed their work within the time-bound schedule of delivery which they were contractually required to achieve. In addition the information collected from IPs was also used by KALIP PMU to update OPM on a weekly basis. This process was very tightly managed to ensure timely delivery, and it put enormous pressure on IPs/contractors to deliver quantity and quality; this was necessary due to the very short implementation period available to the programmes. The inevitable result was that some of the training and induction required for enabling communities to effectively operate and maintain their infrastructure was not fully delivered prior to closure.

**Level 4:** PMU staff in Moroto was responsible each quarter to visit each project site and to verify the completion of works as reported by IPs and contractors They were provided with Reporting Templates by the PMU, and along with measurements they took photographs of each site to verify progress. If they encountered problems that could not be resolved at the field level, they passed this information to the PMU office in Kampala so that discussion could be held with the responsible contract person and the necessary action taken. In a few cases this resulted in the cancelation of contracts and the assignment or re-tendering of works to other IPs/contractors. The outcomes of all monitoring visits were reported to the Districts, so that the CoWs could follow up outstanding issues. The programme offices also sent all monitoring reports to the PMU in Kampala and provided weekly reports concerning their activities and plans for the following week. They provided Quarterly Reports to Kampala collating all the information from their weekly reports and highlighted outstanding issues. The PMU in Kampala used weekly briefs to update the PS OPM on the progress on weekly basis. The PMU in Kampala also incorporated this information into Quarterly Reports; sent to OPM, EU and other stakeholders (including districts). Annual Reports were also prepared and circulated.

It should be noted that the amount of work required accomplishing all site visits in all Districts was significant, and put a significant strain on the staff concerned. Building sites of works contracts were at least visited once every month, and at crucial stages in the building projects, more often than that. If possible, they would request the District CoWs to participate on site visits so they could do joint monitoring. This made the process more efficient and transparent. If specific problems were reported to them, PMU staff would have to make additional site visits as soon as possible so that the contractors could resume work as the earliest possible opportunity.

**Level 5: Output verification** was conducted by the programme offices for IP infrastructure under result area 1 (productive assets built and cash injected in the local economy). It involved the staff and some district officials (mainly CoWs) moving to all sites to take coordinates, pictures, status of the assets and some voices (impact stories) from the community. This was done towards to closure of grants for IPs to ascertain whether cumulative outputs reported where as planned and agreed upon. In some cases, the assets were found lacking in terms of quality and the PMU demanded from the IP to take responsibility of putting the asset to acceptable standards.

#### Monitoring of non-infrastructure Projects:

For non-infrastructure works, as required under Results 2, a similar process to the above was conducted with the exception that the PMCs were not required. Also, rather than the CoWs, the District Production Officers (DPO) were responsible at the District level. As with CoWs, the DPOs were provided with budgets to cover transport, communication and per diems.

In addition, the PMU also monitored through the District Focal Point Officers - who were the DPMO. These were paid an allowance for their time, but used district facilities, which may or may not have been supplied by KALIP.

When monitoring Agro-Pastoral Field Schools (APFS,) Community Animal Health Workers (CAHWs) and other training activities, the PMU staff would visit a sample of groups and then conduct tests on the effective of knowledge transfer to group members. For instance, they might ask group members to describe the training they had received and then visit a number of garden plots to verify whether

the training had been applied in practice. They also required IPs to inform them when inputs were being distributed to group members so that they could be present to verify that the listed inputs were delivered as planned.

#### Other Monitoring and Coordination Mechanisms with Local Authorities and IPs

A comprehensive programme of coordination meetings were foreseen in the original design of KAL IP programme. These included:

- **Public Accountability Forums** (*Barazas*) were to be arranged bi-annually in each District by the OPM and chaired by the Chief Administrative Officer (CAO). These were intended as coordination and reporting meetings, at which all Sub-County and District officials would report progress and raise issues of concern. In the event these meetings where not called on a regular basis.
- **District monitoring:** The KALIP programme office in Moroto provided funds to districts on a quarterly basis to monitor the progress of its activities. This activity was coordinated and managed by a District Focal Point Officer who would write a monitoring report on behalf of the district.
- Inter-District Meetings were held in Moroto & Kotido on a quarterly basis financed by KALIP. All KALIP IPs and selected DLG officials of the 7 districts would meet to discuss all aspects of KALIP programming i.e. milestones achieved, plans for the next quarter, challenges faced and recommendations.
- District Food Security Meetings called by the District authorities and facilitated financially by KALIP. All
  Implementing Partners/NGOs working in a District were invited to these meetings and again the aim
  was to ensure proper coordination of activities to avoid duplication and to ensure an equitable
  distribution of resources between Sub-Counties. These meetings occurred as and when a District
  authority called such as meeting. Due to time pressures it was very difficult for PMU staff to attend all
  these meetings.

The circulation of Annual Reports by the PMU and attendance by the EUD and PMU at periodic coordination meetings provided for coordination with other donors.

Regarding the Quality of Technical Assistance, it should first be emphasised that the work of the PMU and TA team under KALIP was highly appreciated by IPs and local government officials, despite the very small number of staff available for such a large area. It should also be noted that all external audit reports found <u>no deviations</u> from planned and approved budgets. For the evaluation team this is rather an exceptional case.

The PMU in Kampala, which was responsible for both EU funded programmes (KALIP and ALREP), made no exceptions with regard to on-time reporting, for example, all quarterly reports were required within 5 working days of the period end. Both the Regional and Central PMU would within 14 days after receipt read and comment on these reports, and return to IPs so that shortcomings could be addressed. With the added benefit of the weekly reporting schedule and the relentless routine of physical monitoring by the regional PMU, this all ensured that reports were ready for dissemination on a very timely basis. This in turn ensured that all stakeholders, particularly District Government officials were kept up to date on all issues and were further motivated to ensure efficient implementation. Despite the success of this slim-line PMU, it has to be acknowledged that such a small team cannot guarantee high quality delivery in the future. In the future, a better balance needs to be established between the demands of rigorous monitoring and timely reporting, along with the requirement to be presented on-the-ground and to have sufficient time to build effective working relationships in more depth. It is also not reasonable to expect individuals to work long days and weeks, month after month.

In the case of KALIP and on behalf of the Programme Management Unit (PMU) baseline and end line surveys were conducted by the Food and Agriculture Organization of the United Nations (FAO). The objective of the end line survey was to assess the post-programme state of results' indicators contained in the logical framework and compare them against their pre-programme (baseline or exante) state to measure the level of achievement of set milestones and targets. The end line survey did not include peace and security actions under KALIP Result 4, as FAO felt this was not an area in

which they normally operated. Hence the base and end line surveys for R4 were carried out by the PMU assisted by data collectors.

#### 3) Comparison of outputs of KALIP against what was planned

Using the efficiency criterion (expressed in %) by comparing the outputs of KALIP against what was planned, a summary of the outputs of each Implementing Partner and PMU is presented in the following tables for each of the four result areas of KALIP. It should be noted that some outputs/assets were revised during the course of the project.

#### Result area 1: Productive assets built through labour intensive works and capital injected in the local economy

#### Summary of MercyCorps outputs

Outputs / Asset	Target	Revised	Achieved	Efficiency/Rate of achievement (%)
Micro dams (micro-valley tanks)	100	100	105*	100
Rock catchment	15	0	0	Na
Boreholes replaced rock catchments	0	9	9	100
Cattle troughs at boreholes	0	9	9	100
VSLA Kits	66	66	68	103
VSLA Savings (Beneficiaries: F=893; M=1,557)			102,311,900	
Gulley fortification (Gabions at 10 sites)	3000	750	581**	77,5
Grain stores	20	20	20	100
Drying slabs	70	70	70	100
Cash for work payments (approx. UGX)	Na	Na	642,625,500	Na

\* Refers to volume of water, but physical 57 ponds are constructed (some smaller and some larger)

\*\*Numbers were reduced during implementation due to underestimation of unit costs during proposal writing

#### **Summary of ASB outputs**

Outputs / Assets	Target	Revised	Achieved	Efficiency/Rate of achievement (%)
Valley tank	2	2	2	100
Valley dam	3	2	2	100
Ponds	96	65	34*	100
Rain water jars	672	84	84	100
Boreholes	0	5	5	100
Cattle troughs for water	0	5	5	100
Seed packages (pple)	5184	5184	5184	100
Sweet potato planting material (kg)	14,400	14,400	14,400	100
VSLA kits	96	96	128	133
VSLA savings	Na	Na	80,358,200	Na
Tree planting	48,000	26,650	45,540	
Community access roads (kms)	202	136.1	136.75	100
Fuel saving stoves	550	550	550	100
Grain stores	2	2	2	100
Drying platform	1	2	2	100
Cash for work payments (approximation in UGX)	Na	Na	1,061,414,665	Na

\* Number of ponds, though sizes vary. The total volume is equivalent to 65 standard ponds

#### **Summary of DAN CHURCH AID outputs**

Outputs / Assets	Target	Revised	Achieved	Efficiency/Rate of achievement (%)
Valley dam	1	1	1	100
Subsurface dam	9	9	9	100
Rock catchment (with cattle trough)	6	6	6	100
Ponds	16	16	16	100
Irrigation systems	12	12	8	66,6
Cattle troughs for water	94	94	90	95,7
Grain seeds (kg)	11,250	17,486	17,486	100
Land opened (acre) for cultivation	1,260	1200	1,198	99,8
(manyatta gardens)				
VSLA kits	340	340	351	103
VSLA group leaders trained	293	293	320	109
VSLA savings (UGX)	Na	Na	70,711,300	Na
VSLA loans (UGX)	Na	Na	42,966,000	Na
Tree planting	24,250	24,250	21,608	89
Trapezoidal bunds	21	21	21	100
Semi-circular catchments	22	22	22	100
Community feeder roads (km)	60	60	57.11	95
Cash for work payments (approx UGX)	Na	Na	452,612,560	Na

# Result area 2: Agro-pastoral production improved and alternative means of livelihoods promoted

#### Summary of FAO outputs

Outputs / Assets	Planned	Revised	Achieved	Efficiency/Rate of achievement (%)
APFS Groups	440	440	440	100
Improved seed (MT)	12	22	22	100
Oxen and ox ploughs	480	480	480	100
Equip vet-drug shops	10	10	10	100
Train & Equip CAHWs	500	415	415	100
Portable crushes	10	46	46	100
Improved goats	0*	420	420	100
Poultry (Kuroiler)	0*	2,970	2,970	100
Kenya top beehives	0*	435	435	100
Pasture land (Ac)	640	640	500	78
Fuel saving stoves	743	743	7,809	1051
Tree planting	603,390	603,390	603,390	100
VSLA kits	240	240	240	
District monitor funds			360,960,000	

\* Decided by the APFS members and hence could not be known initially, although budget was reserved

#### **Result area 3: Local governments strengthened**

#### All assets were provided through the PMU

Outputs / Assets	Planned	Revised	Achieved	Efficiency/Rate of achievement (%)
District production offices	6	6	6	100
Sub county production offices	27	27	27	100
Regional Laboratory	0	1	1	100
Solar power units	37	37	35	95
Vehicles (Double Cabin Pick-Up)	9	9	9	100
Motorcycles	30	30	30	100
GPS and cameras	28	28	28	100
Computers	58	58	58	100
Photocopiers	7	7	7	100
Printers	58	37	37	100
Internet	37	37	37	100
Furniture & Fridge	37	37	37	100
Vet equipment	37	37	37	100
Training	7	4	4	100
Monitoring funds (UGX)	24,484,200			

#### Result area 4: Peace building initiatives supported

#### All assets were provided through the PMU

Outputs / Assets	Planned	Revised	Achieved	Efficiency/Rate of achievement (%)
Offices	7	8	8	100
Accommodation	70	63	63	100
Office power	7	8	8	100
Boreholes	7	5	5	100
Motorcycles	14	14	14	100
Office furniture	7	8	8	100
Fencing	0	7	7	100
Police training	210	210	337	160
Community crime prevention groups	63	63	63	100
School crime prevention clubs	37	37	37	100
Community policing (approx)	90,000,000			

The above result outputs clearly indicate that the performance of KALIP in delivering planned outputs was very effective. The rate of achievement of almost all outputs/assets was 100% and in some cases it was even exceeded.

#### 4.4 Impact and Sustainability

Impact and sustainability have been combined into one sub-chapter so as to accommodate the tables 2-5 below, which assesses each deliverable against both criteria.

KALIP has had an impact on the communities in Karamoja region and the overall objectives have been achieved. Assessments carried out by IPs clearly indicate a wealth increase between 25% and 32% in their operating areas and also the perception of communities in regard to peace and security has improved making them feel safer.

While an impact of agricultural production and productivity on farming communities was found to be at an initial stage, achievements linked to infrastructure assets or conducive to impact on household, farming communities and livestock were identified by the evaluation mission.

Globally, it should be emphasised that the impact of some APFS activities under KALIP have not yet had enough time to fully trickle down to farming communities in particular if one considers that APFS training activities have only taken place for two cropping seasons whereby the outcome of one growing season failed due to drought.

Following the four result areas of the programme, an appraisal of the impact and the sustainability of the outputs achieved under KALIP (according to the Programme Completion Report) are presented in the tables 2 - 5. It should be noted that this appraisal was just a snapshot of the situation, as it was perceived by the consultant during the field mission. Thus, the situation may change over time in particular with regard to sustainability.

Rating the impact and the sustainability was done using the following rating scores:

**Rating score for impact:** 0 = no impact achieved; 1 = low impact; 2 = reasonable impact; 3 = significant impact

**Rating score for sustainability:** N/A = no sustainability expected; 0 = no sustainability achieved; 1 = short term sustainability; 2 = medium term sustainability; 3 = long lasting sustainability

## Table 2

### Appraisal of impact and sustainability of outputs achieved through KALIP under result area 1 "Labour intensive works and safety nets"

Outputs achieved (as per KALIP Completion Report – March 2015)	Impact	Remarks	Sustain- ability	Remarks
50 Water ponds	3	The mission found that access to potable water was clearly huge. and all new water points constructed	2	The issue of sustainability regarding maintenance is linked to the responsibility of the communities and to the DLGs budget for
57 Micro-dams	3	under KALIP were in regular use. Except for boreholes other water infrastructures	2	maintenance and eventual replacement.
6 Rock catchments	3	were implemented using CfW. Although CfW is	2	Water user committees (WUCs) had been established in some areas. It should be noted that follow-up refresher trainings are essential
14 boreholes drilled and installed in various communities	3	highly appreciated by the beneficiaries, there seems to be social implications. From community elders	2	for maintenance purposes and sustainability
110 Cattle troughs built (excluding troughs nearby valley tanks)	3	the consultant was informed that communities will now request for payment for work (particularly communal assets) in case there is need for rehabilitation. Karimoiong communities before the advent of the CfW interventions were known for volunteering for instance when there was need for de-silting a water pond. The vouth could be mobilized by the elders to do it for free but now with the introduction of CfW work, the spirit of volunteerism has been lessened. In order to keep animals in good health and to assure the provision of water during the dry season the construction of cattle troughs in strategic areas are indispensable assets and much appreciated by the herdsmen.	2	
9 Sub-surface dams	3	A subsurface dam is a system to store groundwater by a "cut-off wall" (dam body) set up across a groundwater channel. It is a system that recharges underground natural aquifers during the dry season. Sub-surface dams are very effective and have a significant impact on water availability during the dry season.		The advantage of sub-surface dams is known by beneficiaries living along rivers which dry out during the dry season. In combination with boreholes sub-surface dams are suitable for rural areas in order to store only seasonal available water to be used in dry periods for livestock, minor irrigation (for vegetable growing) as well as for domestic use. These systems has always been well maintained by the beneficiaries and therefore long- lasting sustainability can be expected
84 rain water jars (RWJs)	3	The need for potable water in "Manyatta Homesteads" in particular during the dry season was evident. Each RWJ's has a capacity of approximately 2,000 Litres. The RWJs implemented through KALIP supply at least 252 households with potable water during the dry season. Major benefits are: 1) Availability of potable water which reduces	2	Given the high importance of RWJ's for households the mission found that beneficiaries are motivated to buy spareparts and to maintain them.

		disease prevalence and 2) Availability of water for		
		kitchen gardening.		
		Other benefits are the convenience of the RWJs		
		close to the house - which translates to increased		
		time spent in nurturing families or studies for the		
		female children, reduces the risk of sexual		
		harassment to women occasioned by travelling long		
		distances in search of water – and a shaded area		
		which can be used for community meetings, as a		
		classroom for early childhood development or a		
		children's play area.		
42 drip irrigation systems	0	At community level drip irrigation systems were	1	Only 8 out of 42 drip irrigation systems were used at health centres
42 drip irrigation systems established	0	implemented only at some sites for demonstration	T	only 8 out of 42 unp inigation systems were used at health centres
established				and schools for vegetable growing. Continuous training for care
		purposes. The mission was informed that this		takers in other health centres and schools was requested in order to
	_	system is too complex.		spread the knowledge for this type of irrigation system
32,942 kg of improved seeds	0	The seeds were well received by the beneficiaries	0	Providing improved seeds free to beneficiaries is not an effective
distributed		and they reported higher yields. However, the		means of establishing a habit of buying good quality seeds and does
		mission was not able to appraise the impact as		not confirm whether the agronomic training received was effective
		production data of crops were not available to the		or sustained
		consultant. In addition, a qualitative assessment was		
		also not possible because during the dry season no		
		crops were in the field		
194 km of community access roads	3	Community access roads are much appreciated by	1	Sustainability of the roads is unlikely to be long lasting. The
opened/rehabilitated		the communities. The impact is significant, as the		rehabilitation work under KALIP was carried out using simple tools
		roads are essential to increase access of local people		and no mechanical compaction was used. In addition, sustainability
		to services (e.g. schools and health care), and to		will remain linked to the responsibility of DLG's which implies the
		markets for buying and selling. The income earned		availability of a budget for maintenance. DLG's are unlikely to
		by the LIW groups also boosts their savings in their		convince local people to voluntarily undertake regular maintenance
		VSLAs and their purchasing power, as well as		(as is currently envisaged)
		increasing the amount of money circulating in the		(as is currently envisaged)
		local economy.		
22 anain atomas as naturated	2		1	Custoinshility is linked to the responsibility and measurement
22 grain stores constructed	2	There was reasonable impact as storage in bulk was	T	Sustainability is linked to the responsibility and management
		improved and postharvest losses reduced. Up		capacities of store management committees. Additional training
		scaling the capacity of stores should be envisaged in		courses in storage management including quality and hygiene
		high crop production areas.		control could certainly improve sustainability
72 drying slabs constructed	3	Drying slabs provided through KALIP were much	3	Sustainability of this asset is evident. The consultant could witness
		appreciated by the beneficiaries (in particular		motivated women groups taking care of drying slabs.
		women). This asset is known and applied by the		
		beneficiaries to dry crops more quickly and a		
		significant impact was observed		
67,148 tree seedlings planted	2	The mission noticed a high demand for fruit trees	1	Sustainability will only become evident when trees are producing
		for home consumption and/or for sale on the		fruits and beneficiaries motivated to continue with this activity. It
		market. This activity may have an impact on the		should be noted that In some cases planting of fruit tress failed due
		nutritional status of the beneficiaries and on the		negligence and lack of knowledge
		household income.		

23 valley tanks of 10,000 m3 capacity constructed (MWE) with machinery and 02 valley tanks constructed with CfW	3 3	Valley Tanks (VT) are a reliable source of water, especially during the dry season when alternatives are few and distant. Thus the impact was significant. According to many beneficiaries (including herdsmen) the consultant met during the field visits, access to water is now close-by (<5km). Time saved in this way has allowed many children to water the animals (small ruminants) and then go off to school and for some adults to start businesses.		An example to demonstrate long lasting sustainability is the use of "cattle ramp" in the valley tank design. This ramp allowed livestock to access the water without disturbing the valley tank walls and also without the need for costly and high maintenance pumping systems to deliver the water to cattle troughs. However, one of the main threats, for the overall sustainability of the VTs is siltation, caused by surface erosion in the catchment area - a process which can take some years. Any future programme should therefore include erosion and catchment protection measures. Sustainability is also linked to the responsibility of the WUC and of the Local Government which implies the availability of a budget for maintenance to be used for desiltation.
<ul> <li>624 soil conservation units in form of:</li> <li>22 semi-circular catchments,</li> <li>21 trapezoidal bunds (used for vegetable production)</li> <li>581 gabion cages</li> </ul>	2 2 3	Semi-circular catchments and trapezoidal bunds are soil and water conservation measures constructed using LIWs to improve vegetable cropping and tree survival. A reasonable impact can be expected. Gabion cages offered a good solution to the problem of gully erosion and gave good CfW returns to community members who participated in carrying the hard core to the sites and packing them in the cages. The impact of gabion cages was evident as soils erosion was drastically reduced and they are much appreciated by the community	2	Sustainability can be expected if beneficiaries are willing to invest in the maintenance of semi-circular catchments and trapezoidal bunds. Being an innovation in Karamoja, these assets will require more technical follow up. Gabions are likely to be maintained immediately by the beneficiaries, resulting in long lasting sustainability
UGX2,156,652,725 paid out to over 140,000 labour intensive works beneficiaries; CfW	3	LIWs have a significant impact as CfW provide an immediate income to beneficiaries.	N/A	As LIWs are a time-limited activity it cannot be classified as sustainable. CfW money was mainly spent on food, healthcare, savings and schooling and this is also a reflection of how people spend their money borrowed from VSLAs, apart from around 20% who used VSLA loans to invest in businesses
UGX253,381,400 saved in VSLA groups	3	VSLA was a break-through and there was a significant impact. Regular meetings of VSLA groups and the joint learning experiences built cohesion amongst the members, and evidence showed that members enjoyed meeting together. It was interesting to note that beneficiaries are not only using part of CfW-money in the VSLA, but also use other income sources (sale of crops and vegetables, brewing and charcoal selling). Thus, membership of a VSLA had opened peoples' lives to new opportunities and experiences.	3	Due to the good acceptance, VSLA activities will certainly have a long lasting sustainability.
		1 = low impact; 2 = reasonable impact; 3 = significant in ainability expected; 0 = no sustainability achieved; 1		erm sustainability; 2 = medium term sustainability; 3 = long lasting

# Table 3 Appraisal of impact and sustainability of outputs achieved through KALIP under result area 2 "Agricultural Production and Productivity"

Outputs achieved through KALIP	Impact	Remarks	Sustain- ability	Remarks
240 new APFS established and 200 old APFS strengthened	1 for new APFS; 2 for old APFS	New APFS visited by the mission seemed not to be working well anymore. After completion of KALIP, most new APFS groups disintegrated and it is assumed that transfer of knowledge was very limited, resulting in low impact as regards improvement of agricultural productivity (livestock and crops). This, however, could also be attributed to some extent to the fact that only 1 out of 2 cropping season were successful (due to drought problems). Old APFS were still functioning in particular those now working with other donors. It is assumed by the consultant that a transfer of knowledge has taken place and thus has grassroots potential for the future. As a result, a reasonable impact is to be expected.	0 for new APFS; 1 for old APFS	Sustainability is not likely to be expected from new APFS. As old APFS were still in place medium term sustainability is expected - however, provided that training activities continue. Transfer of knowledge seems to be more accepted by APFS members if practical aspects have high priority during training. In general, continuation of APFS activities is only assured, if another donor provides support. This raises questions of sustainability regarding adoption and diffusion of new technologies. In addition, transfer of agricultural knowledge is a dynamic process requiring update and refresher courses.
480 oxen and 480 ox-ploughs distributed to the new APFS	0	The mission was informed that oxen supplied to farmers were too small and too weak for pulling ox- plough equipment, and hence no impact was observed during the KALIP implementation period	N/A	Due to the fact that oxen were too small and too weak, no sustainability is expected.
22,000 kg of foundation seeds distributed for multiplication by APFS	0	Although considered by FAO as an excellent initiative and appreciated by APFS members, the mission was not able to appraise the impact as production data of crops were not available to the consultant. In addition, a qualitative assessment was also not possible, because during the dry season no crops were in the field	0	Providing foundation seed free to beneficiaries is not an effective means of establishing a habit of buying good quality seeds, and does not confirm whether the agronomic training received was effective or sustained.
415 CAHWs trained and equipped with kits	3	FAO trained and equipped Community Animal Health Workers (CAHW) in each district. CAHWs are the link between the communities and the DPOs and contribute substantially to improve livestock disease surveillance and control service delivery. The 2014 outbreak of Foot and Mouth Disease was first reported through CAHWs. According to verbal information obtained by district vets (the information was based on regular assessments carried out by CAHWs) the overall decrease in cattle mortality over the project period was up to 66%. This information was also confirmed during an interview with FAO Kaabong. This effective	3	Long lasting sustainability is evident; after KALIP ended, CAHWs are now working independently, benefitting from service provision, drug sell, and other IGAs.

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		contribution to control cattle mortality can be attributed to the increased skills of CAHWs and the greater availability of quality veterinary drugs provided through vet-drug shops equipped with assorted animal drugs. Therefore CAHWs had a significant impact		
420 improved goats distributed to APFS groups	1	Improved goats were distributed to improve the genetic material of local breeds (e.g. body weight and milk production). Results of cross-breeding are only visible in the F2 generation. Therefore, impact is expected only with time delay		Sustainability can only be expected if beneficiaries are willing to provide adequate care for the improved goats, in particular as regards feeding and health care.
46 portable crushes for small ruminants constructed	3	In order to keep animals in good health and prevent the spread of infectious diseases, these crushes provide a valuable service with significant impact. However, in order to treat the animals, access to vaccines and other medications is required.		Sustainability of crushes can only be guaranteed if the DLGs budget for maintenance and eventual replacement.
28 drip Irrigation systems provided to APFS	0	This type of irrigation system is appropriated only for demonstration purposes. It is a complex system requiring technical knowledge. Therefore no impact was achieved.		Special skills and constant maintenance is required to keep this system running well. Therefore, no sustainability was achieved
435 Kenya top beehives supplied to the APFS	2	High potential as an IGA, but only one apiary network was established in Apeitolim. Training courses improved the skills of the beneficiaries, who expressed great interest in expanding this activity; reasonable impact is therefore expected.	2	The Apeitolim apiary network seems to make good money and part of their income is also used for VSLA. Medium term sustainability is therefore evident.
7,809 fuel saving stoves made by trained group members	3	Fuels saving stoves are much appreciated by beneficiaries (women), as it saves about 2/3 of fuel wood, which has a positive impact on household budget and also contributes to environmental protection. A significant impact was evident.		Trained group members now have the appropriate skills to build these stoves, thus guaranteeing an income for them. Therefore, long lasting sustainability is evident.
603,390 trees, fodder, fruit and fencing tree seedlings distributed and planted	2	There seems to be a high demand for fruit trees. In addition, also fencing tree seedlings are appreciated for Manyatta home gardens, valley tanks and water ponds, and a reasonable impact is expected.		Sustainability will only become evident when trees bear fruits to be used for home consumption or for sale on the market.
500 acres of degraded pasture lands revived	0	In theory, this seemed to be a good idea, but had less of an impact on the ground. According to the PMU, NARO provided very good technical expertise and back-stopping support; however, rangeland improvement needs more than just the provision of improved fodder materials. It also requires extensive community extension to ensure grazing and bush fires do not destroy newly planted seeds. This however was not possible in the KALIP implementation period.		An appraisal of sustainability was not possible, as the KALIP implementation period for this activity was too short.
UGX 96,693,000 mobilised and saved	3	The VSLA component was a great success with a	3	Given the high acceptance of VSLA, long lasting

by APFS groups through VSLA	significant impact, also by improving group cohesion. During interviews with several VSLA groups it became apparent that VSLA activities fundamentally changed the farmers' perspective of money and power of saving.					
Rating score for impact: 0 = no impact achieved; 1 = low impact; 2 = reasonable impact; 3 = significant impact Rating score for sustainability: N/A = no sustainability expected; 0 = no sustainability achieved; 1 = short term sustainability; 2 = medium term sustainability; 3 = long lasting sustainability						

# Table 4Appraisal of impact and sustainability of outputs achieved through KALIPunder result area 3 "Capacity Building of District Local Governments"

Outputs achieved through KALIP	Impact	Remarks	Sustain- ability	Remarks
34 district and sub county production offices built, including a regional veterinary laboratory in Moroto. All offices equipped with rain water harvesting facilities, solar power units installed for production offices, and regional laboratory connected to mains power and municipality water supply. Office equipment to district production offices consisted of 58 computers, 37 internet facilities, and 44 printers including seven photocopiers and 28 GPS and digital cameras. In addition, 38 refrigerators and veterinary equipment were supplied to production offices and to the regional laboratory. Nine Double cabin pick-up vehicles were bought for district production department and 30 motorcycles given to sub counties production offices.	3	The provision of infrastructure, including equipment had an immediate and significant impact on the working condition of DPO staff and also the motivation of staff was highly improved.	1	The issue of sustainability of infrastructures and equipment will depend on the resources made available for O&M. The lack of central government's direct funding to local government does, however, significantly compromise the prospects for on-going repairs and maintenance of all the assets provided by KALIP. DLG's are aware of this critical issue. To circumvent this problem in a short run, it is obvious that contributions from other donors will be required.
Four different trainings conducted for district and sub county officials	1	According to initial planning, seven staff training areas were included within the DCBWP, but ultimately four were carried out which included: computer skills, records management, GPS operation, and Operation and Maintenance. A number of districts requested for the quarterly releases only twice and never made any further efforts to account for the funds in a timely manner and this prohibited further releases. The area, which performed least well in regard to the DCBWP, was the support of the sector working groups, especially the Food Security and Agricultural Livelihoods (FSAL),	1	These trainings may have some residual impact, but refresher courses are highly advisable and necessary in order to achieve longer sustainability

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		which was KALIPs main interest area. Budget performance was minimal, although some districts used the money for FSAL, such as Kotido and Abim.			
UGX24,484,200 provided to districts for monitoring KALIP implementation	0	According to the PMU, the budget performance under district monitoring was under-spent because many districts failed to properly utilise the money that was released to them for field visits. A number of districts requested for the quarterly releases only twice and never made any further efforts to account for the funds in a timely manner, and this prohibited further releases. It was therefore not possible to access the impact of this output.	N/A	No sustainability of this output is to be expected.	
Rating score for impact: 0 = no impact achieved; 1 = low impact; 2 = reasonable impact; 3 = significant impact Rating score for sustainability: N/A = no sustainability expected; 0 = no sustainability achieved; 1 = short term sustainability; 2 = medium term sustainability; 3 = long lasting sustainability					

# Table 5

#### Appraisal of impact and sustainability of outputs achieved through KALIP under result area 4: "Peace and Security"

Outputs achieved through KALIP	Impact	Remarks	Sustain- ability	Remarks	
Eight police offices built for seven police posts and Kangole police station including supply with full sets of furniture. 63 accommodation units built at seven police posts for 63 UPF staff. 22 police buildings installed with rain water harvesting facilities and seven police posts equipped with chain-link fence. Six solar power units and two mains connection provided for the offices and 14 motorcycles distributed to the Seven police posts. Five boreholes drilled and installed in Five water stressed police posts.		The infrastructure and supplies provided to the police has been greatly appreciated by the UPF and communities and had an immediate impact. The police are using these facilities to provide high quality services to the people of Karamoja which has in turn significantly improved the working relationship between the police and the community. Accommodation at police posts resulted in permanent presence of the police personnel even in remote areas. There is also a clear improvement in the perception of security in those locations where police post were built.		The issue of sustainability is depending on the sufficient budgeting at the level of MIA.	
337 police officers trained in community policing methodology and 100 crime prevention clubs established in schools and communities and facilitated in their work	3	The UPF officers interviewed during the field mission considered crime preventers to be very useful, having an immediate impact in assisting them in their work. The police made support visits to crime preventers on average once a month, and this approach was very successful. As a result of this interaction, crime rates in locations where the new police posts are situated have reduced by 31%. Only 679 crime cases were reported to the police posts compared to 985 at the baseline, which is a clear indication of a successful impact.	2	To improve crime club/group performance, and to assure that this approach remains sustainable, various forms of knowledge sharing such as sensitisation, which involves refresher training, roll out to all sub-counties, mentoring of clubs/groups and exchange visits are very important	
UGX 94, 297,800 provided to the UPF to facilitate their setting up, training and monitoring of crime prevention clubs and activities in the communities	3	Considering the above explanations a significant impact of community policing was evident.	1	With regards to sustainability, this will depend on further availability of funds.	
Rating score for impact: 0 = no impact achieved; 1 = low impact; 2 = reasonable impact; 3 = significant impact Rating score for sustainability: N/A = no sustainability expected; 0 = no sustainability achieved; 1 = short term sustainability; 2 = medium term sustainability; 3 = long lasting sustainability					

#### 4.5 Convergence: Mutual Reinforcement

The coherence of the KALIP programme has largely been dealt with in chapter 4.1, where aspects related to relevance and programme design were analysed. One conclusion was that KALIP is complementary to other projects in the Karamoja sub-region.

It is important that KALIP be perceived as part of a bigger picture in which country-level programmes are complemented by KALIP's action at the regional level. In this respect, KALIP's support to farmer communities in the Karamoja sub-region is largely coherent with EC country strategies as well as important national strategic initiatives, such as the larger Peace, Recovery and Development Plan (PRDP), and the Karamoja Integrated Development Programme (KIDP).

KALIP is therefore entirely compatible with international donor policies, EU partner country policies and EC efforts to rural livelihoods development processes, to support peace and security building in the Karamoja sub-region, to improve agriculture and livestock production and to reduce poverty and food insecurity.

In 2013, DFID initiated in Karamoja a programme called: "Enhancing resilience in Karamoja, Uganda". The project aims to increase resilience to extreme climate and weather events in semi-arid Karamoja through strengthening nutrition programmes, livelihoods and food security for the vulnerable communities, with an aim of reaching 200,000 people with improved food security through participation in public works programmes, 6,000 agro-pastoralists and pastoralists with access to improved animal nutrition, acute malnutrition reduced by treating 212,500 children under five and pregnant and lactating women, and 800,000 cattle vaccinated against epidemics.

In October 2012, USAID launched the \$55 million "Sustainable Transformation in Agriculture and Nutrition (SUSTAIN) programme." The programme is being implemented through Mercy Corps in three districts of Karamoja sub-region, including Abim, Kotido, and Kaabong districts, reaching approximately 540,000 individuals including 304,140 direct beneficiaries. This five-year food security programme aims to improve peace and food security in Karamoja through the achievement of three inter-related strategic objectives: 1) Livelihoods strengthened; 2) Nutrition among children under two improved and 3) Governance and local capacity for conflict mitigation improved.

In some cases other donors have nonetheless supported similar actions, but synergies with KALIP could not be detected by the evaluation team. This however is seen as the other side of the coin of a successful and prestigious programme.

#### 4.6 EC Value Added

Before the implementation of KALIP, some interventions of EU Member States were also carried out in the Karamoja region. In this context it is worth mentioning the "Food and Nutrition Security and Conflict Management Project" (FNSCMP) funded by the German Government. This GIZ implemented project operated from 2009-2012 in the Districts of Amudat, Napak, and Nakapiripirit, aiming at promoting sustainable food and nutrition security and peaceful co-existence amongst Karimojong communities through:

- Support of livelihoods/agriculture programmes;
- Rehabilitation/construction of basic infrastructure;
- Provision of nutrition advisory/education services;

- Income generation activities through "cash for work" (CFW), and "voucher for work" (VFW) schemes linked with Village Saving Loan Associations (VSLAs); and
- Promotion of conflict and peace building.

It is apparent that the four result areas of KALIP complemented FNSCMP activities, thus providing an EC value added to the development in the Karamoja region through enhancing incomes and food security of the agro-pastoral communities and supporting them in building up their productive asset base.

#### 4.7 Visibility

During the field visits in Karamoja, the mission conducted an assessment of the project strategy and activities in the field of visibility, information and communication (following PRAG rules of the EU).

KALIP complied with the visibility rules of the GoU and the EU. The PMU and IPs labelled all their activities on the basis of a shared design and text. Thus, the visibility of the EU contribution was ensured through the inclusion of EU logo in sign posts, equipment's, banners, T-shirts, and vehicles stickers produced. In addition, all KALIP presentations, documentation and other products contained the official logos of the GoU and EU.

The PMU sent weekly reports to the OPM to update them continuously on achievements and plans. In addition, quarterly reports were sent to all stakeholders directly involved in implementation and an annual report was prepared for wider circulation. The PMU also hosted and/or facilitated a variety of meetings at regional and district levels, at which the activities of KALIP were discussed and coordinated amongst relevant stakeholders.

In order to guarantee transparency, the PMU also maintained a website, which was constantly updated providing background information and a library of all tenders, contracts, studies, progress reports and background information of KALIP. It also contains links to a searchable database of KALIP activities and activity maps. As the mission was informed, the website will remain operational until 2020.

The evaluation mission could give testimony that the programme's visibility was effectively carried out by the PMU as well as by IPs in terms of visibility, information and communication.

# 5. Conclusions

The final evaluation mission fully agrees with the statement of the MTR that "the livelihood focus of KALIP is highly relevant to its environmental and institutional setting. Establishing productive infrastructure through labour intensive works, facilitating farmers and livestock keepers to improve their productivity, and building the capacity of production departments to deliver services to agropastoral communities in a peaceful and secure environment were essential foundations for development in Karamoja".

In the following are presented conclusions, which are based on the findings obtained during the field mission. The conclusions were systematically arranged, focussing on the programme design and the PMU, and the 4 result areas of KALIP.

Programme design and PMU

- The quality of the problem analysis was well reflected in the design of the programme, fully taking into account the specific nature in the Karamoja sub- region;
- The Project Management Unit (PMU) was composed of excellent, team-oriented staff members very much devoted to their work, and with an effective presence in all districts;
- Well defined and fine-tuned monitoring and evaluation (M&E) arrangements were established by the PMU. These were crucial to deliver reports and other documents always in time and contributed to the programme's success.

**Result area 1:** Productive assets built through labour intensive works and capital injected into the local economy

- All water infrastructures provided through KALIP are crucial during the prolonged dry season for human consumption, crop production and livestock;
- Collaborating with MWE to construct valley tanks was a good strategy and cost effective;
- Valley tanks and subsurface dams offer significant contributions to the strengthening of rural livelihoods and are much appreciated by the communities as they also offer people more free time to carry out other livelihoods tasks;
- Cattle troughs are important for livestock however, they should only be considered if the provision of water is guaranteed;
- Rehabilitation or construction of community access roads are much appreciated by communities as they provide possibilities for cash for work activities;
- Agreements with DLG regarding the selection of roads to be worked on should be done with sufficient lead time;
- Cash for work activities are important tools to induce VSLA activities;
- Energy-saving stoves are much appreciated by households as they save up to 60% of fuel wood and thus have a positive impact on the environment;
- Gabion cages offer a good solution to combat the problem of gully erosion and gave good CfW returns to community members;
- Grain stores are very popular with beneficiaries but need more training support to establish sustainable functionality;
- Drying platforms near grain stores are much appreciated by beneficiaries, in particular by women, to dry grains better and hence reduced wastage and contamination.

Result area 2: Agro-pastoral production improved and alternative means of livelihoods promoted

- Through IPs, FAO was successful in forming and providing support to 440 Agro Pastoral Field Schools (APFS), of which were 240 new and 200 old APFS;
- Old APFS seem to be more advanced regarding transferred knowledge;
- After closure of KALIP, new APFS seem not to be existent anymore;
- Farmers are very interested in APFS training activities, in particular if the curriculum is seen to be beneficial and responds to farming practice and reasoning;
- Provision of inputs (e.g. seeds, tools, improved goat breeds and poultry, oxen and ox ploughs) seems to be an incentive for some farmers to become a member of APFS although some inputs were cost shared by the APFS groups making cash or other contribution;
- An objective evaluation of the impact of knowledge transfer regarding production improvement was not possible, as reliable baseline data regarding crop production (Kg/acre) of major crops were not available;
- VSLA activities were a "break-through" in Karamoja. VSLA money was used to pay for food during the lean season (food security), for other domestic use including school fees and health services. The purchase of agricultural inputs seems less important in this context;
- Community Animal Health Workers (CAHWs) have a critical role in livestock disease surveillance and are much appreciated by communities;
- "Survival" of CAHWs as private actors will also depend on the collaboration with Production Offices of the DLG are and on the willingness of livestock owners to pay for vet services.

#### Result area 3: Local government strengthened

- The construction of six District Production Offices (including Vet Labs), 27 sub-county Production Offices and one Regional Vet Lab in Moroto including equipment, training and transport means substantially improved the working conditions of DPO staff and their performance;
- Regarding costs for O&M of the assets provided through KALIP, it is not clear for the mission how DLGs will budget.

#### Result area 4: Peace building initiatives supported

- Police posts and supplies provided to the police have been greatly appreciated by the UPF and communities;
- The constant visible presence of the police has increased the perception of security of the communities;
- Trust and cooperation between the police and community is realised and now both parties work together to promote and support peace and security;
- There has been a reduction of crime incidences in the selected sub counties by 31% due to KALIP intervention;
- The KALIP approach of providing a holistic support should be used as a flagship model for supplying integrated community development, which is inclusive of the implementation of law and order interventions in the rural areas of Karamoja;
- Peace and security is an overarching umbrella and a key determinant for future development in Karamoja sub region.

# 6. Recommendations

There is no doubt that KALIP merits a continuation in order for the achievements of the first phase to be consolidated and expanded to other Sub-Counties in need, aiming to further develop peace and security and agricultural and economic development in the Karamoja region. For purposes of equality of distribution, it is advisable to identify those Sub-Counties in Karamoja that have received little support and bring them up to the level now achieved in the KALIP targeted Sub-Counties.

The evaluation team makes the following recommendations for a new programme, which it considers absolutely necessary in view of the still existing basic needs in the Karamoja region. For better clarity, the recommendations are systematically arranged in 5 different groups:

#### 1) Implementation of a new programme

- It is strongly recommended that any new programme in Karamoja should build on the best practices of KALIP either to upscale and replicate previous successful interventions;
- The design team of a new programme should be constituted from a mix of independent experts drawn from the EU and a government implementing agency and contracting authority. This mix of experts will ensure that the interventions respond to government priorities and donor interests. The resulting programme will thus ensure ownership and institutional memory of the design process;
- The previous PMU approach should be included in a future programme;
- To guarantee a quick start, building on existing PMU experience (e.g. Identification of District and Sub-County Priorities, effectiveness in project identification, set up of an effective M&E system) is of paramount importance;
- The PMU should be linked to a government ministry, as this would ensure coordination and harmonization within relevant policies and institutional structures;
- Whenever possible, the expertise of "old" PMU staff should always be taken into consideration;
- Additional staff should be recruited on the basis of expertise required for new components of the new programme;
- In the event of a new depreciation of the Euro, it is recommended to seek for modalities for compensation;
- Any new activities should be based on a demand driven approach in collaboration with the beneficiaries and the respective local government;
- Prior to any activity, proposed interventions and modalities of implementation of a new programme should be endorsed by stakeholders at district and sub county levels;
- Future programmes should ensure that there are strong linkages between implementing agencies and the government oversight institutions;
- The mission strongly recommends a tailored M&E system (in particular at the level of IPs) capable to provide time course information regarding agricultural performance, see also group no. 4;
- Prior to a new programme, it is recommended to carry a thorough baseline survey using concrete assessment parameters (e.g. yield data (kg/acre) of crops, mortality rate of livestock), which will be used to develop specific indicators. Some tentative indicators (devoid of any completeness) are presented in Annex 12.

#### 2) Support District Production and Marketing Offices, (DPMOs)

Under KALIP, DPMOs, sub county production offices and a regional laboratory (in Moroto) were constructed and also some equipment was provided. The objective of these assets was to support, promote and guide all crop, livestock, commercial and industrial activities that have direct bearing on production by ensuring that all producers are assisted in raising the quality and quantity of their produce and products and their effective marketing.

In order to fully meet the objectives of KALIP in a follow-up programme it is recommended to:

- Carry out refresher trainings of DPMO staff as well as specialized training in the various action fields;
- Provide basic laboratory equipment (e.g. microscopes) including training for effective use.

#### 3) Construction of productive assets built also using labour intensive works

It became evident during the field mission in the seven districts of Karamoja sub-region that water infrastructures are of paramount importance for agro-pastoral livelihoods in particular during the prolonged dry period which can go up to 5-6 months. Therefore the construction of additional water infrastructures should be a pillar for the new programme.

The following types of water infrastructures are recommended:

- Valley tanks in previously defined areas (minimum water capacity, 10000 m3) with silt traps and cattle ramps where cattle can access the water for drinking thus avoiding erosion and siltation. This activity should be carried out by the Ministry of Water and Environment. It disposes of the required technical knowledge and the technical equipment to carry out this type of work. It may occur that some construction details prove to not function optimally during the first year(s) after construction. These issues could mostly be related to the placing of collection trenches, the inlet and the outlet, but also to the functionality of the WUC. To deal with this, it is recommended to prepare a budget for a review and inspection programme, at least one year after construction, and implement final adaptations and improvements accordingly;
- Construction of sub-surface dams using the "Cash for Work approach" (CfW). In this context, the new programme should also envisage the construction of boreholes (for household consumption) and also nearby troughs for livestock;
- Provision of rainwater jars (each with a capacity of 2000 litres) to Manyatta households using the new reinforced design (with thicker concrete wall and with an efficient inflow and outflow of water) elaborated by ASB;
- Boreholes for household consumption (nearby communities) and for livestock (in strategic areas) should also be considered by the new programme. However, this activity should be based on a demand driven approach and trained water committees should take responsibility for maintenance;
- Micro dams for livestock watering but also for domestic use during the dry season should also be considered by the new programme. The mission also recommends training of water committees.

#### Other infrastructures recommended:

- Grain stores and drying platforms in crop producing regions. In some sub counties with high crop production it was observed during the field mission that some grain stores were packed and farmers were not able to provide adequate storage for their produce. Therefore, in areas where higher crop production, it is recommended during a new programme to construct grain stores with a bigger storage capacity. In addition, it is also recommended to provide training in store management.
- Construction or rehabilitation of feeder roads (useable for most of the year) using the CfW approach are useful measures to inject money in the local economy, but also to reduce the distance to markets and thus encouraging a market oriented agricultural production system.

#### Additional general recommendations for future infrastructures:

- LIWs should only be implemented in response to community demands and be in line with District/sub county development plans;
- Any similar intervention in the future covering such vast geographic areas with many construction sites to be monitored simultaneously will require at least two engineers for site appraisal, design and costing, and for monitoring purposes. The work of these engineers could be divided between them on the basis of geographic areas and monitoring should be put fully under the responsibility of the District CoWs;
- Sustainability needs to be introduced at the identification stage of all project appraisals. For any productive infrastructure, it is necessary that the community and the local government agree in advance how on-going maintenance and repairs will be facilitated. Any undertaking by the community must be regularly re-enforced by the Sub-County officials;
- For productive infrastructure having a commercial orientation (bulk storage facilities), a Public Private Partnership arrangement is required to ensure that the facility is managed such that sufficient profit is forthcoming to provide for long-term sustainability. To achieve this, the District could tender for a commercial operator to run the facility under a fixed term lease. This must be agreed in full prior to the initiation of any construction. The selected commercial operator must be fully responsible for the operation and maintenance of the facility. Lease payments should be made to the District Authority conditional on non-interference in the commercial operations of the facility (subject to prevailing laws);
- Any new programme dealing with infrastructure should elaborate in straight collaboration with the beneficiaries and with the local government appropriate measures (training in O&M and provision of an adequate budget) to ensure regular maintenance activities aiming to prolong the duration of the assets, but also to develop a sense of ownership.

#### 4) Improve of crop and livestock production and promotion of alternative incomes of livelihoods

Under KALIP, FAO over a period of three years supported 440 Agro-Pastoral Field Schools (APFS), promoted animal health, multiplied improved seed varieties and promoted the enhancement of rangeland management and fuel saving stoves. Given the fact that crop production is gaining momentum in Karamoja, transfer and application of knowledge and utilisation of inputs should continue during a new programme; however, having always in mind the realities of day-to-day farming in Karamoja often faced by labour, time, financial and climate constraints.

Important crop production activities to be promoted in the context of a new programme are:

- Provision at a right time of improved seed varieties (crops and vegetables), adapted to the climatic and soil conditions in Karamoja;
- Follow up knowledge transfer and application of new technologies (including ox plough training) from the demonstration field up to the farmer's field;
- Set up a tailored M&E system (through FAO) to assess the impact of new technologies on the productivity (kg/acre) of the various crops on farmers' fields. These data from various agro ecological zones would not only give information on the performance of the individual farmer and on the adaptation of new introduced crop varieties (e.g. drought tolerant crop varieties), but also provide useful information with regard to the agricultural potential in different regions in Karamoja. To the knowledge of the consultant this important basic information is not available for Karamoja;
- Promote pre- and post-harvest technologies also for new crops such as cassava.

The agro pastoral nature of production in Karamoja makes livestock a mainstay of local livelihoods and a main source of income (food and cash). Ownership of cattle and small ruminants and poultry at household level is a key determinant of household access to food, which can be purchased using cash from livestock sales or exchanged for. According to herders, the contagious bovine pleuropneumonia (CBPP) and recently also Foot and Mouth Disease were responsible for serious financial losses. Also, the New Castle Disease substantially hit poultry production in some areas affecting up 37% of households.

In a new programme, the following activities should be considered:

- Support animal health making use of new vet facilities in the districts and sub counties provided by KALIPM;
- Provide support (including refresher trainings) to Community Animal Health Workers (CAHWs), as they are the link between the livestock owners and the only Vet at District Level and have a critical role in livestock disease surveillance;
- Women groups should be empowered with small ruminants such as goats and sheep. Goats offer a good alternative to food and nutrition security for vulnerable households affected by adverse weather conditions;
- Test and select various legume-based pasture systems regarding their adaptation to various agro ecological zones.

It is also recommended to collaborate with the DPOs and its technical team to guarantee continuation after the programme has expired. In this context it is also recommended to elaborate a well-defined exit strategy allowing the APFS groups to operate independently.

#### Alternative incomes of livelihoods

A new programme supporting alternative incomes of livelihoods could envisage: (i) Cereal banking; (ii) Crop and livestock production also including cassava processing and honey production<sup>6</sup>; (iii) Provision of livestock health services carried out by community animal health workers and (iv) Follow up and training of VSLA groups as a vehicle to provide revolving funds to finance productive activities.

It is recommended not to provide inputs free to APFS groups, as this could create some sort of dependency resulting in a "want more" attitude.

<sup>&</sup>lt;sup>6</sup> Honey production in Karamoja sub region is still in infancy stage. The evaluation mission, however, could witness great economic potential which should be further developed during a new programme.

#### 5) Expanding and consolidating peace and security

During KALIP, the community policing support can be considered as a pilot venture, as KALIP only supported community policing in seven rural sub counties, which is one police post per district. Community policing focuses on crime and social disorder through the delivery of police services that include aspects of traditional enforcement as well as prevention, problem solving, community engagement and partnership. The community policing model responses to calls for service with proactive problem solving centred on the cause of crime and disorder.

Although the impact in these locations with the well-constructed police posts and active crime prevention clubs in communities and schools has been excellent (Petty crimes and capital cases have reduced up to 90%), it can only be considered as a first step into the right direction to ensure and consolidate peace. The evaluation mission considers this activity as an overarching umbrella and a key determinant for future development in Karamoja, and should therefore be expanded into other sub counties throughout the Karamoja Districts.

The evaluation mission therefore strongly recommends the following actions to be considered by a new programme:

- Expand the construction of police posts and police stations, including infrastructures and logistical support into other Sub-Counties that did not benefit from KALIP;
- Increase the number of police officers trained in community policing methodology;
- Support for formation and facilitation of additional Community Crime Prevention Groups in selected sub counties;
- Support for formation and facilitation of additional School Crime Prevention Clubs;
- Support community participation in ensuring safety and security;
- Facilitation to the Regional Police Commander to conduct field monitoring and supervision visits in the various districts;
- Mobilisation and consultation of communities/school clubs on impact of crime preventers.

Finally, in the context of a new EU funded programme in Karamoja region, and taking into account that two-thirds of the households across Karamoja region depict inadequate food security; any future assistance initiative will necessarily have to consider <u>two innovative aspects</u>, which play a decisive role in improving household food security and nutrition across Karamoja.

- 1. Increase Access to Food;
- 2. Provide the base for a balanced diet in order to improve the nutritional status of households in particular regarding children less than five years.

# 7. ANNEXES TO THE REPORT

- 1. The Terms of Reference of the evaluation
- 2. Literature and documentation consulted
- 3. Detailed work plan
- 4. List of persons/organisations consulted
- 5. Logical Framework
- 6. Field itinerary
- 7. KALIP Target Sub Counties
- 8. Baseline against end line indicators
- 9. List of implementing Partners
- 10. Location of valley tanks constructed in Karamoja by MWE under KALIP
- 11. The name of the evaluator and the representing company
- 12. Tentative indicators for a new programme in Karamoja
- 13. The standard DAC Evaluation Summary

### Annex 1. The Terms of Reference of the evaluation

#### EUROPEAID

LOT No :1

REQUEST No: 2015/356123

#### SPECIFIC TERMS OF REFERENCE

Northern Uganda Agriculture Livelihoods Recovery Programme and Karamoja Livelihoods Programme					
	Final Programme Evaluation				
Region	АСР				
Beneficiary Country	Uganda				
Sector (as defined in CSP/NIP)	Rural Development				

Lot N°: 1

REQUEST N°. 2015/356123

#### 1.1.Beneficiary

The beneficiary of the services of this Framework contract is the Republic of Uganda.

The aim of the present Request for Services is to perform the final evaluation of two 10th EDFfunded programmes titled Northern Uganda Agricultural Livelihoods Recovery Programme (FED/2008/20287) and Karamoja Livelihoods Programme (FED/2008/20280).

#### 1.2. Relevant Country background and current state of affairs

Uganda has achieved an enviable economic growth rate over the past two decades thanks to measures enhancing the security of persons and properties, restoration of macro-economic stability, rehabilitation of basic infrastructures, liberalisation of producer prices, rationalisation and privatisation of state enterprises, removal of trade restrictions. While this economic growth has allowed a significant reduction of poverty rates at national level, the situation is highly contrasted across the various regions of the country. The Greater North, which includes Karamoja, Acholi, Lango and Teso keeps on exhibiting some of the worst development indicators of the continent. This can be notably explained by the 20 years of conflict due to the Lord's Resistance Army insurgency which led to the displacement of an important part of the population living in the North and the lawlessness, recurrent droughts, environmental degradation and pastoral conflicts experienced in the Karamoja districts.

During the period 2010-2015, the Office of the Prime Minister (OPM) has implemented two phases of the Peace, Recovery and Development Plan for Northern Uganda (PRDP), as a strategy to promote peace and reconciliation and improve the welfare of the population living in Northern Uganda and Karamoja with the long-term objective to bring it at par with the rest of the country. The plan covered 55 districts and aimed at facilitating the return of IDPs and lay the ground for recovery and development. It defined investment priorities, such as construction of roads and institutional buildings, low cost settlements using stabilised soil blocks, agricultural mechanisation (tractor hire) and electrification. The objectives of the two programmes subject to the present evaluation notably came in support to the PRDP.

#### 1.3. Background to ALREP and KALIP

The National Indicative Programme covering the period 2008/2013 was signed by the Government of Uganda and the European Commission on the July 7<sup>th</sup> 2008. This document reflects the EU's willingness to support the rural development sector in Uganda earmarking 14% of the overall NIP resources to this focal sector.

In that framework, the EU, in collaboration with the Government of Uganda (GoU), designed two programmes focusing respectively on the development of the Northern Ugandan region (Acholi, Lango and Teso) and the Karamoja sub-region. These two initiatives aimed at ensuring continuity and consolidation of results of the 9<sup>th</sup> EDF-funded Northern Uganda Rehabilitation Programme (NUREP), with a specific focus on livelihoods and food security.

#### **1.3.1.** The Northern Uganda Agricultural Recovery Programme (ALREP)

The ALREP programme was the subject of a financing agreement signed by the European Union and Minister of Finance, Planning and Economic Development which acts as the National Authorising officer for the Republic of Uganda (agreement referenced FED/2008/020-287). A total of EUR 20 million was earmarked from the 10<sup>th</sup> European Development Fund for the programme - no further co-financing was sought.

ALREP was implemented in the war affected areas of Acholi, Lango and Teso for a period of 72 months. It supported the enhancement of productive assets for agriculture through labour intensive works approaches, training of farmers using the Farmer Field Schools (FFS) methodology, support to the transition to commercial agriculture and development of the capacities of the Production Departments in Local Governments.

The geographical scope of ALREP included 15 districts from the LRA insurgency affected areas: Agago, Amuru, Gulu, Kitgum, Lamwo, Nwoya, and Pader in Acholi; Alebtong, Apac, Lira, Kole, Otuke, and Oyam in Lango and Amuria and Katakwi in Teso.

The main beneficiaries of the programme are indicatively 75,000 households in 100 sub-counties located in the above-mentioned districts. Targeted sub-counties were selected using a District Vulnerability Matrix.

The objective, purpose and expected results of ALREP are as follows:

**Overall objective:** The agricultural sector in Northern Uganda makes a substantial contribution to raising the prosperity for its war-affected population to a level at least at par with the rest of the country, and to increase economic growth of the region and Uganda.

**Purpose:** To ensure that the war affected population of Northern Uganda engages in productive and profitable agricultural and agri-business activities that ensure food security and increase household income.

#### **Expected Results:**

- 1. Agricultural production and productivity increased
- 2. Productive infrastructure in support of farming rebuilt
- 3. Input and output markets and processing capacities made more efficient and transparent
- 4. Availability of agricultural finance to producers, traders and processors increased
- 5. Capacity of relevant departments in Local Government at district and sub-county built for more effective planning, service delivery, supervision and monitoring

The operational implementation phase of the ALREP programme was initially planned for a period of 60 months, ending in March 2014; after a delayed start due to prolonged dialogue on implementation modalities between the EU Delegation and the NAO signed an addendum to the financing agreement, extending the operational implementation phase by 12 months up to 9<sup>th</sup> March 2015.

#### **1.3.2.** The Karamoja Livelihoods Programme (KALIP)

The KALIP programme was the subject of a financing agreement signed by the European Union and Minister of Finance, Planning and Economic Development which acts as the National Authorising officer for the Republic of Uganda (agreement referenced FED/2008/020-280). A total of EUR 15 million was earmarked from the 10<sup>th</sup> European Development Fund for the programme - no further co-financing was sought.

KALIP was implemented in Karamoja and aimed at improving livestock health and crop production as a mean to address immediate food security, increase basic income of targeted communities, and enhancing general peace and security.

The objective, purpose and expected results of KALIP were as follows:

**Overall objective:** To promote development as an incentive to peace by supporting livelihoods, including agro-pastoral production and alternative income generation opportunities for the people of Karamoja.

**Purpose:** To protect and enhance incomes and food security of agro-pastoral communities and support them in building up their productive asset base.

#### **Expected Results:**

- 1. Livelihood protected through safety nets: labour intensive public works aimed at building productive assets and injecting cash in the local economy
- 2. Agro-pastoral production and animal health improved
- 3. Local governments strengthened
- 4. Peace building initiatives supported

The operational implementation phase of the KALIP programme was initially planned for a period of 60 months, ending in March 2014; after a delayed start due to prolonged dialogue on implementation modalities between the EU Delegation and the NAO signed an addendum to the financing agreement, extending the operational implementation phase by 12 months up to 9<sup>th</sup> March 2015.

#### 1.3.3. Contractual arrangements for KALIP and ALREP

The Contracting Authority for ALREP and KALIP is the Ministry of Finance, Planning and Economic Development which acts as the National Authorising Officer for the Republic of Uganda. The

Supervising Authority for the two programmes is the OPM. In order to ensure both complementarity and cost-effectiveness in the approach, the two programmes were implemented by a single Programme Management Unit appointed and hosted by the OPM and assisted by a Technical Assistance Team provided under a service contract with Cardno Emerging Markets UK Ltd.

A steering committee in charge of providing overall guidance to the implementation of the programmes was created. It is chaired by the OPM and is composed of a representative from the following institutions/ministries/agencies: EU delegation, NAO, Ministry of Agriculture Animal Industry and Fisheries, Ministry of local government, a representative of Local Governments for each of the intervention areas, and, as deemed necessary by the permanent members of the programme steering committee, representative from other relevant agencies.

#### 1.4. Related Programmes and other Donor Activities

The ALREP and KALIP programmes are aligned with the objectives of the national policy frameworks for Northern Uganda titled *Recovery and Development Plan for Northern Uganda* (PRDP) – and its Karamoja component, the *Karamoja Integrated Development Plan* (KIDP). The coordination of all these plans takes place under the direction of the OPM.

Several donors and agencies are involved in off-budget support to the PRDP/KIDP with interventions aligned to the frameworks but implemented through autonomous structures, such as UN Agencies and NGOs. Many other projects support the development of commercial agriculture in the North such as the USAID-funded Uganda "Livelihoods and Enterprises for Agriculture Development" (LEAD), the World Food Programme "Purchase for Progress" (P4P), the DFID-funded "Enhancing Resilience in Karamoja", and two USAID funded grants implemented by two consortia headed by Mercy Corps and ACDI/VOCA focused on access to market in North and South Karamoja respectively.

Coordination of activities at donor level takes place in the framework of the Northern Uganda Group and its sub-groups (Karamoja Development Partners Group, Capacity Building Working Group), while the coordination at Government level is ensured by several technical working groups (PRDP TWG, KIDP TWG, sectoral working groups). Inter-Agency coordination at Karamoja regional level was formerly led by the UN system but this has now been handed over to the resident OPM regional office headed by the Assistant Commissioner for Programmes.

Finally, donor coordination in the livelihoods sector takes place under the Food Security and Agricultural Livelihoods Cluster (FSAL, led by the Ministry of Agriculture, Animal Industry and Fisheries with technical assistance by the FAO) and the Agricultural Donors Group.

#### 2. DESCRIPTION OF THE ASSIGNMENT

#### 2.1.Global Objective

The final evaluation of ALREP and KALIP, which were foreseen in the Technical and Administrative Provisions of the programmes Financing Agreement, will provide the decision-makers in the Government of Uganda, the relevant external co-operation services of the European Union and the wider public with sufficient information to:

- a. Make an overall independent assessment about the past performance of the two programmes, paying particularly attention to the impact of the actions against its objectives;
- b. Identify key lessons and to propose practical recommendations for follow-up actions.

The findings of the present final evaluation will feed the design process of the successor programme in the field of rural development in Northern Uganda and Karamoja which will be funded under the  $11^{th}$  EDF.

#### 2.2.Issues to be studied

The evaluation study responds to the requirements of the last phase of the project cycle. The consultants shall verify, analyse and assess in detail the issues outlined in Annexe 2 "Layout, structure of the Final Report". The list of issues is not intended to be exhaustive. The issues refer to the five evaluation criteria endorsed by the OECD-DAC (relevance, effectiveness, efficiency, sustainability and impact), and to the EC-specific evaluation criteria (EU added value and coherence).

The consultants are requested to verify, analyse and assess the integration and impact of cross cutting issue in the programmes. The consultants are required to use their professional judgement and experience to review all relevant factors and to bring these to the attention of the Government of Uganda and the European Commission.

#### 2.3. Methodology

For methodological guidance, refer to the EuropeAid's Evaluation methodology website <u>https://ec.europa.eu/europeaid/evaluation-approach-and-methodology\_en</u> where guidance is available for both evaluation managers (EU staff) and evaluation teams (consultants) as well as to "Aid Delivery Methods', Volume 1 'Project Cycle Management Guidelines (EuropeAid, March 2004) <u>http://ec.europa.eu/europeaid/sites/devco/files/methodology-aid-delivery-methods-project-cycle-management-200403 en 2.pdf</u>

#### 2.4. The evaluation approach / process

The evaluation approach should be developed and implemented as presented below (for further details consult the evaluation methodology website above mentioned).

Once the external evaluation team has been contractually engaged, the evaluation process will be carried out through three phases: a Desk Phase, a Field Phase and a Synthesis Phase, as described below.

#### 2.4.1. Desk Phase – Inception

In the inception stage of the Desk Phase, the relevant programming documents should be reviewed, as well as documents shaping the wider strategy/policy framework. The evaluation team will then analyse the logical framework as refined by the programme team. On the basis of the information collected the evaluation team should:

- Describe the development co-operation context
- Comment on the logical framework
- Comment on the issues / evaluation questions suggested (see annexe 2; section 3) or, when relevant, propose an alternative or complementary set of evaluation questions justifying their relevance
- Develop the evaluation into sub-questions
- Present each evaluation question stating the information already gathered and their limitations
- Identify provisional indicators and their verification means, and describe the analysis strategy
- Present an indicative methodology to the overall assessment of the programme
- Identify and propose a list of tools to be applied in the Field Phase
- Confirm the final time schedule of the assignment

At the end of the inception of the Desk phase, a draft inception report capturing information listed above shall be prepared and submitted (see section 5).

#### 2.4.2. Desk phase - Finalisation

In the finalisation stage of the Desk Phase, the evaluation team should carry out the following tasks:

- Participate to the programme closure event, which is tentatively schedule for the 27<sup>th</sup> of February
- Interview the programme management team, EC services, NAO, supervising authorities and key partners involved in the implementation of the programme, collect comments on the inception report
- Develop a detailed work plan with an indicative list of people to be interviewed during the field phase, dates of visit, itinerary, and name of team members in charge. This work plan will be integrated into the inception report.
- Make all the required logistical arrangements to ensure the smooth conduction of the field phase
- Integrate comments received on the inception report and submit a revised version of the inception report.

At the end of the desk phase a final inception report shall be prepared and submitted.

#### 2.4.3. Field phase

The Field Phase should start upon approval of the inception report by the evaluation manager. The evaluation team should:

- Visit the different programme locations as agreed in the inception report ensuring adequate contact and consultation with the different stakeholders such as beneficiaries, FAO, grantees and main service providers
- Collect relevant information using agreed evaluation tools
- At the end of the field phase, discuss the reliability and coverage of data collection, and present its preliminary findings in a meeting with the EU Delegation.

In consideration to the large geographical coverage of the two programmes, it is proposed that during the field phase, the two experts visit different programme locations, one expert focusing on Karamoja while the other focuses on Northern Uganda (Acholi, Lango, Teso).

#### 2.4.4. Synthesis phase

During the synthesis phase, evaluators will prepare the first draft evaluation report ensuring that:

- Their assessments are objective and balanced, affirmations accurate and verifiable, and recommendations realistic.
- They acknowledge clearly where changes in the desired direction are known to be already taking place.

If the evaluation manager considers the draft report of sufficient quality, it will be circulated for comments to a restrained number of people/institutions involved in the implementation of the programme, and comments shared with the evaluation team.

On the basis of comments collected by the evaluation manager, the evaluation team has to amend the document and submit a second draft evaluation report. Comments requesting methodological quality improvements should be taken into account, except where there is a demonstrated impossibility, in which case full justification should be provided by the evaluation team. Comments on the substance of the report may be either accepted or rejected. In the latter instance, the evaluation team is to motivate and explain the reasons in writing.

#### 2.4.5. Dissemination and validation workshop

The evaluation team has to present the second draft evaluation report during a Dissemination and validation workshop organised in Kampala. The purpose of the seminar is to present the second draft evaluation to a wide range of actors, to check the factual basis of the evaluation, and to discuss the findings, conclusions and recommendations.

Should relevant comments on the document be shared during the event, the evaluation will be expected to amend the second draft evaluation report and submit a third version of the document, which will be deemed final.

#### 2.5. Quality of the Final Evaluation Report

The quality of the final report will be assessed by the evaluation manager in the delegation using a quality assessment grid (see annexe IV). The explanation on how to fill this grid is available on the following link:

http://ec.europa.eu/europeaid/evaluation/methodology/egeval/guidelines/gba\_en.htm

#### 3. Reporting Requirements

The various reports submitted in the framework of the present evaluation are expected to be illustrated, as appropriate, with maps, graphs and tables. The consultant will submit separate reports for ALREP and KALIP, although findings in relation to some commonalities (i.e.: institutional set-up, nature of the partnership OPM/NAO/EU, systems in place at the PMU at National level, etc.) could be presented in the two reports.

The consultant will submit the following reports in English:

- 1. **Draft Inception report** of maximum 30 pages (excluding annexes) to be produced after the end of the Desk Phase Inception.
- 2. **Final Inception report** of maximum 30 pages (excluding annexes) to be produced after the end of the Desk Phase Finalisation.
- 3. **First draft evaluation report** of maximum of 60 pages, using the structure set out in <u>Annex 2</u> to be submitted not later than a week after the end of the field phase.
- 4. **Second draft evaluation report,** with the same specifications as mentioned under 3 above, incorporating any comments received from the restrained group of stakeholders.
- 5. **Third draft evaluation report,** with the same specifications as mentioned under 4 above, incorporating comments received from a wide range of stakeholders during the dissemination workshop. Once approved by the EU, this version will be deemed final.
- 6. **Minutes of the dissemination/validation workshop,** to be annexed to the final report, and, if relevant, a modified final report incorporating feedback received from workshop participants.

Distribution of the final reports in paper/electronic version will be as follows:

•	NAO:	3 copies
•	Supervising Authority: EC Delegation:	3 copies
•		3 copies

The consultant will include as an Annex the DAC Format for Evaluation Report Summaries (see Annex 5). The report is to be disseminated under the full responsibility of the European Union.

#### 4. The Evaluation Team

# 4.1.Number of requested experts per category and number of man-days per expert or per category

For the purpose of executing this assignment, the contractor will have to make available two quality experts and an appropriate management and backstopping mechanism. Man/days allocated to the two positions are described below.

- Team Leader (Category 1): 36 man-days
- Key Expert 2 (Category 1): 33 man-days

#### 4.2. Profile per expert or expertise required

The team is to decide on a division of labour by major thematic topics to be covered, by geographical area or by programme. However, given the large operational area of the two programmes, it is suggested that the team splits during the field visit, one consultant travelling to the programme sites located in Karamoja, the other travelling to the programme sites located in Northern Uganda (Acholi, Lango, Teso)

The Team Leader will have the end responsibility for the preparation of the inception and final reports, for the organisation of the inception, debriefing meetings/dissemination workshop, and for liaising with the EUD to collect and consolidate the comments/contributions to the reports.

All experts must be independent and free from conflicts of interest.

#### Minimum requirements

The profile of both experts is expected to match the following minimum requirements - offers presenting an expert whose profile does not match the minimum requirement will be automatically excluded from the selection process:

- At least 12 years of relevant experience in managing, monitoring and evaluating development programmes.
- Master degree in preferably development studies, rural development, or other disciplines related to development, or, in its absence, 15 years of relevant professional experience
- Excellent writing and analytical skills
- Fluency in the English language.

#### **Technical evaluation**

For offers that respect the minimum requirements, a technical evaluation will be performed using the following grid:

Expert I (Team leader)							
Criteria	Maximum technical points						
Knowledge of current evaluation theory and practice (EU, DAC-OECD)	5 points						
Experience in evaluating large and complex development projects	10 points						
Experience as team leader in short term assignments, including mid- term or final evaluations	5 points						
Experience in complex Rural Development programme	5 points						

Familiarity with Northern Uganda post conflict policy framework, failing this, experience in Sub-Saharan Africa semi-arid areas	5points
Expert II	
Criteria	Weighing of the specific criteria in the final technical evaluation
Knowledge of current evaluation theory and practice (EU, DAC-OECD)	5 points
Experience in evaluating large and complex development projects	10 points
Experience in complex Rural Development programme	5 points
Familiarity with Northern Uganda post conflict policy framework, failing this, experience in Sub-Saharan Africa semi-arid areas	5 points
Team	
Criteria	Weighing of the specific criteria in the final technical evaluation
The team, as a whole, has experience in development programmes dealing with the following thematic: agriculture, pastoralism, local government capacity building, peacebuilding, water for production	15 points
Quality of Methodology proposed and Timing of Assignment	30 points
TOTAL:	100 points

Offers which do not reach a technical score of 80 points will be excluded from the selection process.

Following the method described in the global ToR for Framework Contract Beneficiaries 2003, the most economically advantageous offer is selected on the basis of a 80/20 ratio between technical quality (CV of experts and methodology) and the total contract price.

#### 5. The methodology

The Framework Contractor will be expected to include in their offer an Organisation & Methodology based on the template available on the EuropeAid/Framework Contract webpage:

http://myintracomm.ec.testa.eu/dg/devco/finance-contracts-legal/frameworkcontracts/Pages/framework-contract-benef-2013.aspx.

#### 6. LOCATION AND DURATION

#### 6.1. Starting period, duration of performance and planning

The intended commencement date of the assignment is February 21<sup>st</sup> 2015 and the duration of performance of the contract will be maximum three months from the commencement date. Experts will be allowed to work on Saturdays.

#### 6.2. Indicative repartition of working days across experts/ project phases

The below table is only indicative, the framework contractor may decide to proposed dully justified alternatives.

Action	Person(s) responsible	Location
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	& working days	
	U V	
Desk Phase - Inception	TL: 4 days	Home-based
	KE 2: 4 days	
Submission of draft inception report		
Desk phase - Finalisation	TL: 5 days	
	KE 2: 5 days	Kampala
Submission of draft final report		
Field visits to programme sites in Karamoja	TL: 15 days	Karamoja
Field visits to programme sites in Acholi,	KE 2: 15 days	Northern Uganda
Lango and Teso (Northern Uganda).		
Synthesis phase	TL: 6 days	Kampala
	KE 2: 6 days	-
Submission of draft final report	I	I
Preparation and facilitation of the dissemination	TL: 2 day	Kampala
and validation workshop	KE 2: 2 days	
Drafting minutes of the workshop and	TL: 3 day	Home-based
finalisation of the final report	KE 2: 1 days	
Submission of final report		

**Note:** A 6 - day working week is considered for this assignment.

#### 6.3. Indicative activity schedule

The below schedule is only indicative, the framework contractor may decide to propose dully justified alternatives:

Activities	FE	В							MA	١R																						
	21	22	23	24	25	26	27	28	1	2	3	4	5	6	7	.8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23 2	24
Desk Phase – Inception																																
Submission of draft inception report					Х																										1	
Desk phase - Finalisation																																
Submission of final inception report												Х																			1	
Field phase																															1	
Synthesis phase																																
Submission of draft final report																															1	
Preparation workshop																															1	
Validation workshop																																
Finalisation of the final report																															1	
Submission of final report																																
Activities				1	Γ	AP	R				T		Т		1	I									T	1			T	Т	Т	Т

Activities								А	PR																												
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Submission of draft inception report						ŝ																															
Desk phase - Finalisation						8																															
Submission of final inception report																																					
Field phase						ŝ																															
Synthesis phase																																					
Submission of draft final report				>	(	ŝ																															
Preparation workshop						28 I.	Τ																														
Validation workshop						2			Х				Х																								
Finalisation of the final report						Ì																															
Submission of final report																						1										х				Γ	

Author/organisation	Title	Date of publication
AESA Consortium	KALIP Mid-term Review Report	2013
ASB KALIP	Final Narrative Report	2014
Cardno	Karamoja Livelihoods Programme and Northern Uganda Agriculture Livelihoods Recovery Programme	2011
Cardno	An Assessment of the Outcomes of FFS and APES Components of ALREP and KALIP in Northern Uganda and Karamoja	2014
Chronic Poverty research Center	Understanding Chronic Poverty and Vulnerability Issues in Karamoja region	2008
DunChurchAid KALIP	End of Action Report	2013
ОРМ	Karamoja Plan for Food Security (2009-2014)	2009
PMU KALIP	Labour Intensive Works and Village Savings and Loans Assessment	2015
PMU KALIP	KALIP Valley Tank User Impact Study	
PMU KALIP	KALIP Support to Peace Initiatives through Community Policing by the Uganda Police Force, Impact Survey report	2015
PMU KALIP	Report of the KALIP Regional Closure and Lessons Learning Workshop	2014
PMU KALIP	KALIP Support to Strengthening District Local Governments, Impact Survey Report	2015
EU	10 <sup>th</sup> EDF Country Strategy Paper and National Indicative Programme	2008
EU and GoU	Project financing agreement and addenda	
EU	EU's Result Oriented Monitoring Reports for KALIP	2013
FAO Uganda	KALIP Baseline Survey Report	
FAO Uganda	Information Bulletin, Volume 4, Issue 10	2012
FAO Uganda	KALIP End line Survey Report	Sept. 2014
FAO Uganda	FAO KALIP Quarterly Reports	April 2011 - Dec. 2012
FAO Uganda	Final Narrative Report	2014
GoU	National Development Plan (2010/11 - 2014/15)	2010
GoU	Peace, Recovery And Development Plan For Northern Uganda (PRDP) PHASE 2 July 2012 – June 2015	2012
GoU and EU	KALIP 2010 – 2015: Programme Completion Report	2015
Mercy Corps	Final Narrative Report	2014
Office of the Prime	Karamoja Action Plan for Food Security (2009-2014)	2009

# Annex 2. Literature and documentation consulted

Mnister		
The Rockwool Foundation	Impact of Farmer Field Schools on Food Security and Poverty Alleviation	2013
WE Consult	Short Term Technical Assistance to Validate KALIP Water for Production Interventions Within the Karamoja Region of Uganda	2012
WFP & UNICEF	Food Security and Nutrition Assessment	2014

# Annex 3. Detailed work plan

Day	Date	Day no.	Activity
Tuesday	10 March 2015	1	Document review and inception report preparation
Wednesday	11 March 2015	2	Document review and inception report preparation
Thursday	12 March 2015	3	Document review and inception report preparation
Friday	13 March 2015	4	Document review and inception report preparation
Saturday	14 March 2015	-	Off
Sunday	15 March 2015	-	Off
Monday	16 March 2015	-	Travel
Tuesday	17 March 2015	5	Meeting with ALREP/KALIP chief technical advisor and other staff; Inception meeting at the EUD
Wednesday	18 March 2015	6	Meetings in Kampala with stakeholders
Thursday	19 March 2015	7	Meetings in Kampala with stakeholders
Friday	20 March 2015	8	Meetings in Kampala with stakeholders
Saturday	21 March 2015	9	Redrafting inception report
Sunday	22 March 2015	-	Travel to Moroto (KALIP)
Monday	23 March 2015	10	Field meetings as per Annex
Tuesday	24 March 2015	11	Field meetings as per Annex
Wednesday	25 March 2015	12	Field meetings as per Annex
Thursday	26 March 2015	13	Field meetings as per Annex
Friday	27 March 2015	14	Field meetings as per Annex
Saturday	28 March 2015	15	Field meetings as per Annex
Sunday	29 March 2015	-	Off
Monday	30 March 2015	16	Field meetings as per Annex
Tuesday	31 March 2015	17	Field meetings as per Annex
Wednesday	1 April 2015	18	Field meetings as per Annex
Thursday	2 April 2015	19	Field meetings as per Annex
Friday	3 April 2015	20	Return to Kampala

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Saturday	4 April 2015	21	Team to review of findings from field work
Sunday	5 April 2015	-	Off
Monday	6 April 2015	22	Meetings with stakeholders and reporting
Tuesday	7 April 2015	23	Meetings with stakeholders and reporting
Wednesday	8 April 2015	24	Meetings with stakeholders and reporting
Thursday	9 April 2015	25	Meetings with stakeholders and reporting
Friday	10 April 2015	26	Meetings with stakeholders and reporting
Saturday	11 April 2015	27	Meetings with stakeholders and reporting
Sunday	12 April 2015	-	Off
Monday	13 April 2015	28	Submit draft final report
Tuesday	14 April 2015	29	Tying up loose ends
Wednesday	15 April 2015	30	Meeting with the EUD
Thursday	16 April 2015	31	Workshop preparation
Friday	17 April 2015	32	Dissemination and validation workshop
Saturday	18 April 2015		Travel
Sunday	19 April 2015	-	Off
Monday	21 April 2015	33	Drafting minutes of the workshop and finalisation of the final report
Tuesday	22 April 2015	34	TL Finalising draft reports
Wednesday	23 April 2015	35	TL Finalising draft reports
Thursday	A24 pril 2015	36	TL Finalising draft reports and QA

Person	Organisation	Designation
Christine Guwatudde Kintu	Office of the Prime Minister (OPM)	Permanent Secretary
Azizah Nabilalo	National Authorising Office (NAO)	Economist: Development Assistance
Matema Frederick	NAO	Commissioner
Francis Okello	NAO	Finance Officer
Bogdan Stefanescu	EU Delegation in Uganda	Head of Rural Development
Blaise Peccia-Galletto	EU Delegation in Uganda	Operations Adviser, Rural Development
Paul Asiimwe	EU Delegation in Uganda	Operations Officer, Climate change
Dr. Emmanuel Niyibigira	ALREP and KALIP	National Programme Coordinator
Reint J. Bakema	ALREP and KALIP	Chief Technical Advisor
Alistair Taylor	KALIP	Former Technical Advisor
Peter Loruck	KALIP	Former Operations Officer
Gilbert Kimanzi	Ministry of Water and Environment, (MWE)	Assistant Commissioner, Water for production
Adolf Gerstl	ALREP	Former Technical Advisor
Asiimwe Jude	ALREP	Former Operations Officer
Fredrick Matyama	Ministry of Finance, Planning and Economic Development	Assistant Commissioner Finance & Planning
Nangulu Moses	UNADA – Ugandan National Agro-Input Dealers' Assoc.	Executive Director
Massimo Castiello	UN Food and Agriculture Organisation (FAO)	Deputy FAO Representative
Massimo Castiello	FAO	Deputy FAO Representative
Bernard Mwesigwa	FAO	Monitoring and Evaluation
Winfred Nalyong	FAO	Programme Officer, Livelihoods
Joseph Oneka	FAO	ALREP National Coordination Officer
Beatrice Okello	FAO	National Programmes Manager
Paddy Namurebire	FAO	Monitoring and Evaluation
Paul Nyende	AgriNet	Managing Director
Charles Wando	Arbeiter Samariater Band (ASB)	In Charge
Lokiru Benedict	DCA	Consortium Coordinator
Jimmy Ochien	Mercy Corps	Programme Manager
Daniel Odinga	Mercy Corps	Programme Coordinator, Agri-Fin Mobile
Ofwono	Moroto DLG	Deputy CAO
Eko Edward	Moroto	Assistant CAO
Dr. Orongo Walter	Moroto	DPO/DVO
Thomas Ameny	FAO Moroto	Programme Officer
Ben Kezeron Ogang	FAO Moroto	Programme officer

# Annex 4. List of Persons / Organisations Consulted

Person	Organisation	Designation
ASP Amaitum Richard	Napak	O/C Station
AIP Ojang John Robert	Napak	O/C Child & Family Protection
All Ojang John Kobert	Ναμακ	Unit
Lukwago Anthony	Napak	CAO
Lodungokol John	Napak	DPO/DFPO
Okot Obwona Rufino	Mt. Moroto Region	Regional Police Commander (Mt. Moroto Region)
Mike Odongo Lo' Asio	GOAL-Abim	Programme Manager
Omusolo John Francis	GOAL-Abim	Project Manager Livelihoods GOAL
Charles Wando	GOAL-Uganda	In-coming CD/formerly ASB Operations Director
Jino Ogwang	Abim DLG	DPO/DFPO
Joseph Egabu	FAO-Kotido	National Programme Officer
Locheng Mark	Kotido	Deputy CAO
Dr. Panvuga Pascal	Kotido	DVO
Abura Levi	Kotido	DPO
Dr. Eladu Fredrick	Kaabong	DPO/DFPO
Achoboi John	Kaabong	District Agricultural officer
Victor Nahabwe	Kaabong Police	District Police Commander
Lokiru Benedict	DCA	Consortium Coordinator
Jimmy Ochien	Mercy Corps	Programme Manager
Ofwono	Moroto DLG	Deputy CAO
Eko Edward	Moroto	Assistant CAO
Dr. Orongo Walter	Moroto	DPO/DVO
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Ben Kezeron Ogang	FAO Moroto	Programme officer
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Charles wando	GOAL-Uganda	In-coming CD/formerly ASB Operations Director
Jino Ogwang	Abim DLG	DPO/DFPO
Joseph Egabu	FAO-Kotido	National Programme Officer
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Dr. Panvuga Pascal	Kotido	DVO
Abura Levi	Kotido	DPO
Dr. Eladu Fredrick	Kaabong	DPO/DFPO
Achoboi John	Kaabong	District Agricultural officer
Victor Nahabwe	Kaabong Police	District Police Commander

Person	Organisation	Designation		
Lochoro Perpetua	Dodoth Community Animal Health Workers' Association	CAHW		
Etolu Martin	ZOA-Amudat	Programme Manager		
Mbagwa Abdu Noor Muwonge	Amudat	CAO		
Achochoro Betty	Amudat DLG	LC 5 Secretary for Production		
Dr. Kathiya Domenic	Nakapiripirit DLG	DPO/DFPO		
Mulondo Robert	Moroto DLG	CAO/Member ALREP/KALIP Programme Steering Committee		
Rebecca Kwagala	UNICEF-Moroto	Programme Specialist		
Dr. Eladu Fredrick	Kaabong	DPO/DFPO		
Achoboi John	Kaabong	District Agricultural officer		
Victor Nahabwe	Kaabong Police	District Police Commander		
Diana Darsney	USAID Uganda	Vulnerable Populations unit Leader		
Amber Lily Kenny	USAID Uganda	Agriculture Development Officer		
Richard Sandall	UK aid	Private Sector Development Adviser		
Liny Suharlim	ACTED	Country Director		
Ketty Lamaro	Department of Pacification and Development, OPM	Under Secretary		

# Annex 5. LOGICAL FRAMEWORK

Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Assumptions
Overall Objective			
Promote development as an incentive to peace in the region by supporting agropastoral productions livelihood alternatives and income generation opportunities for the people of Karamoja <sup>7</sup>	% change in headcount poverty in Karamoja Security as perceived by households has improved	UBOS UNHS and census Programme surveys	The macro-economic environment is conducive to agricultural recovery, agro- pastoral development, the development of commercial agriculture as indicated in the NDP and the PRDP.
Project Purpose			
Protect and enhance incomes and food security of the agro-pastoral communities and support them in building up their productive asset base	<ul> <li>% increase in total household income of target households by 2014 by gender of HH</li> <li>Proportion of households having only one meal a day during the past 7 days decreased by 2014</li> <li>% increase of people and livestock with access to WfP water facilities within their parish</li> </ul>	UBOS NHS IP survey reports Programme surveys District Water Office records	Climatic conditions remains favourable to agricultural and agro-pastoral production systems, and programme interventions are not hampered by extreme weather conditions or natural disasters
Results			
Result 1 Productive assets built through labour intensive works and capital injected in the local economy	At least 90% of productive infrastructures built or rehabilitated is used regularly and as intended by 2015 At least 90% of households having benefited from CfW and VfW have increased their stock of HH productive assets (e.g. oxen, donkey, plough, farm tools, bicycle) by 2015 At least 50% of productive infrastructures built or rehabilitated is maintained At least 75% of people within the community satisfied with the	IP survey reports Programme surveys	Qualified contractors are available to be involved in the project The population is willing to participate in CfW and VfW projects

<sup>&</sup>lt;sup>7</sup> At the level of Overall Objective proxy indicators are used to measure progress

Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Assumptions
	type and quality of productive infrastructure delivered by the programme		
Result 2 Agro-pastoral production improved and alternative means of livelihoods promoted	At least 75% of farmer institutions created by IPs are operational as viable production units by 2015 At least 75% of VSLAs established have gone through at least two successful cycles by 2015 50% of APFS group members access credit from their VSLAs At least 70% of the members of APFS applying improved agronomic and livestock management practices by 2014 Crop production levels amongst 240 APFS increased by 50% Mortality rates in livestock of new APFSs reduced by 10% At least 60% of APFS continue to manage watersheds by 2015 At least 60% of IGPs initiated by APFS are generating economic returns by 2015 20 APFS networks are involved in viable marketing of produce to the satisfaction of their members	IP surveys VSLA records Local Government District Production reports KALIP surveys APFS network accounts	Security situation with regard to inter- and intra-tribal armed conflicts, cattle raiding and banditry decrease within Karamoja and its neighbours
Result 3 Local governments strengthened	<ul> <li>% of production department reports required by district production coordinator, CAO and MAAIF submitted as per standards and on time by 2015</li> <li>Increased adherence to MAAIF standards on disease surveillance and response, and input and produce quality controls by district and sub county production offices</li> <li>50% of beneficiaries satisfied with the quality of services from Sub county &amp; District Production Departments by 2014</li> </ul>	Agricultural performance assessment and monitoring reports KALIP surveys LG reports	The local governments in the intervention area have sufficient human resources to play their role in programme implementation

Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Assumptions
Result 4 Peace building initiatives supported	<ul> <li>Incidences of criminal acts in locations covered by established police posts and training reduced by 25%</li> <li>Number of community requests for police services increased by 100%</li> <li>% of community members who are satisfied with police services increased by 100%</li> </ul>	supported police posts	The GoU policies and interventions to address security in Karamoja are successful, and build trust and confidence in the local population to participate in peace building activities

# Annex 6. KALIP field visit itinerary

# Dates: Sunday 22 March to Friday 2 April 2015

# **Expert: Christoph Diederichs**

Day/Date	Location	Afternoon	Logistical requirement	
Sunday 22 <sup>nd</sup>		Travel to Moroto	Arrival in Moroto,	<ul> <li>1 Vehicle</li> </ul>
Monday 23 <sup>rd</sup>	Moroto	<ul> <li>Meeting with Mr. Peter Loruk to discuss and organize field visits</li> <li>Moroto (Deputy and Assistant CAO)</li> <li>Moroto (DVO/DPO and department staff)</li> </ul>	Rupa Sub County         Rupa police post/PMU         Rain water jars/ASB         Water pond/ASB         Nadunget Sub-County         Community         Access         Road/ASB         Akwapuwa         valley         tank/MWE         Water pond/ASB	○ 1 vehicle
Tuesday 24 <sup>th</sup>	Napak	Ngoleriet Sub CountyKangolepolicestation/PMULotome SCRain waterjars/ASBCfW valleytank/ASBNangirongolevalley tank/MWE	Lotome SC CfW community access road/ASB Napak District HQ CAO and DPO CAO and DPO District production office block/PMU Moroto Regional Police Commander (Mt. Moroto region)	○ 1 vehicle
Wednesday 25 <sup>th</sup>	Abim	Nyakwae SC • Akeler valley tank/MWE • GOAL	<ul> <li><u>Abim District HQ</u></li> <li>District production office block/PMU</li> <li><u>Lotuke SC</u></li> <li>CfW road gang/ASB- GOAL</li> <li>Energy saving stoves/ASB-GOAL</li> <li>Puno valley tank/MWE</li> <li><u>Alerek SC</u></li> <li>Produce store &amp; drying platform/ASB- GOAL</li> <li>APFS/FAO</li> <li>Energy saving stoves group/ASB-GOAL</li> <li>SC Production office block/PMU</li> </ul>	○ 1 vehicle
Thursday 26th	Kotido	Kotido district HQ Deputy CAO, DPO & DVO District Production office block/PMU	<ul> <li><u>Panyangara SC</u></li> <li>Kangorok APFS/FAO <u>Rengen SC</u></li> <li>Produce store drying slab/Mercy Corps</li> </ul>	o 1 vehicle

Friday 27 <sup>th</sup>	Kaabong	<ul> <li>FAO Head of sub office</li> <li>Vet shop/FAO</li> <li>Kaabong Town</li> </ul>	<ul> <li>Gabion boxes/Mercy Corps</li> <li>Water pond/Mercy Corps</li> <li>Kapedo SC</li> </ul>	○ 1 vehicle
		Council DPO-Dr. Eladu Fredrick DAO-Achoboi John Vet shop (Dodoth Community Animal Health Workers' Association)-FAO	<ul> <li>Itanyia produce store and drying slab/Mercy Corps</li> <li>Nabolo micro dam/Mercy Corps</li> </ul>	
Saturday 28 <sup>th</sup>	Kaabong	Kapedo SC • Atokwenyutu APFS/FAO	Kapedo SCAtokwenyutuAPFS/FAODistrict HQDistrictPoliceCommanderNahabwe)	o 1 vehicle
Sunday 29 <sup>th</sup>	Travel to Moroto	Rengen SC• Waliwal valley tank/MWE• SC Production office/PMU• Grain tore/Mercy Corps		○ 1 vehicle
Monday 30 <sup>th</sup>	Moroto & Napak	<ul> <li>FAO Moroto office</li> <li>Thomas Ameny (Water Specialist)</li> <li>Egang Ben (Animal Production Specialist)</li> </ul>	Lokopo SC • APFS network (Apeitolim honey)/FAO	○ 1 vehicle
Tuesday 31 <sup>st</sup>	Amudat	<ul> <li><u>Amudat HQ</u></li> <li>District production office/PMU</li> <li>LC 5 Secretary for Production</li> <li>Ag Vet officer</li> </ul>	Amudat SC • Rock catchment/DCA • APFS/FAO	○ 1 vehicle
Wednesday 1 <sup>st</sup>	Nakapiripirit	District HQ         • District prod         office/PMU         • DPO/DFPO         Kakomongole SC         • APFS/FAO         • Cattle trough/DCA         Namalu SC         • Vet shop/FAO         • Kodike valley         dam/DCA	Lolachat SC • Trapezoidal bund/DCA • Sub-surface dam/DCA • Kaloseu Rock catchment/DCA <u>Nabilatuk SC</u> • Lokaala Drip irrigation	○ 1 vehicle
Thursday 2 <sup>nd</sup>	Moroto	<ul> <li>Moroto District HQ</li> <li>Debriefing CAO Moroto</li> <li>Courtesy call to UNICEF Moroto</li> </ul>		○ 1 vehicle

		office; met Programme specialist		
Friday 3 <sup>rd</sup>	Moroto	Wrapping up findings of field visits and final discussion with Mr. Loruk	Travel to Kampala	1 vehicle

<u>KEY</u>

APFS-Agro-Pastoral Field School

CAO-Chief Administrative Officer

CAHWs-Community Animal health Workers

DAO- District Agricultural Officer

DCA-Dan Church Aid

DFPO-KALIP District Focal Point Officer

**DVO-** District Veterinary Officer

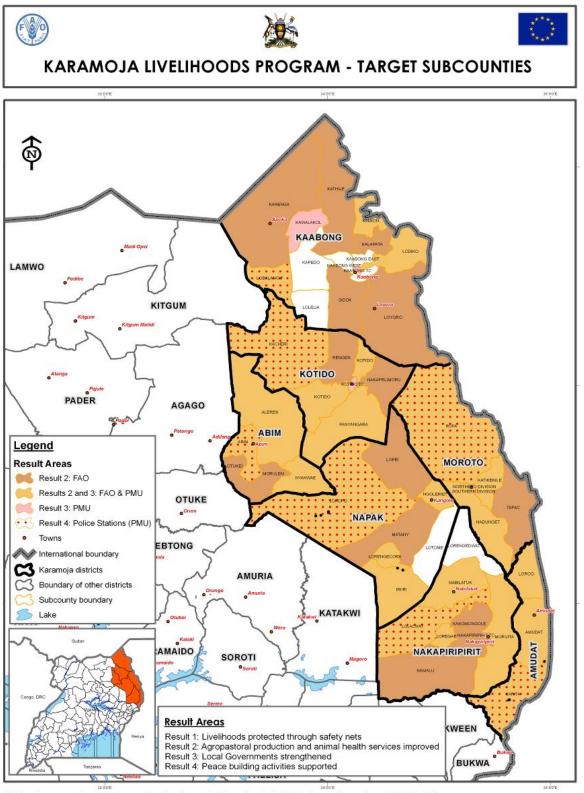
**DPO-District Production officer** 

FAO- Food and Agriculture Organization of the United Nations

PMU-Programme Management Unit

SC- Sub County

# **Annex 7. KALIP Target Sub Counties**



Disclaimer: The names and boundaries shown and the designations used on this map do not imply official endosement or acceptance by the United Nations Emergency and Rehabilitation Coordination Unit, FAO Uganda, July 2011

0 5 10 20 30 40 Km

	Objectively Verifiable	Assessment Parameters	1			End	l line
Outputs	Indicators				Baseline	Non-APFS households	APFS households
				Cattle crush	50	4	14
				Dams	31	4	45
				Community market stall	19		8
			% of communities accessing productive	Storage facility	0	2	27
			infrastructure	Drying slab	0	2	28
				Slaughter slab	0		5
	At least 90% of productive			Water pond	13	4	41
	infrastructures built or	Utilization (uses and		Borehole	-	2	18
	rehabilitated is used regularly and as intended by July 2015	users) of infrastructure		Cattle crush	433	2	27
				Dams	938	3	18
			Average number of	Community market stall	230	1	76
			user households per productive	Storage facility	60	1	11
			infrastructure	Drying slab	-	1	.02
				Slaughter slab	355	7	77
Output 1:				Water pond	194	1	95
Increased productive	At least 90% of households having benefited from CfW and VfW have increased their stock of HH productive assets (e.g. oxen, donkey, plough, farm tools, bicycle) by July 2014			Bicycles	-	2	2.1
infrastructure		Types & quantities of assets procured from CfW/VfW proceeds		Cattle	-	1	2
enhances farmers' and				Farm implements	-	20	6.2
livestock keepers' productive and				Oxen	-	0	).2
marketing capacity				Ox-ploughs	-	2	2.9
(KALIP Result 1)				Pigs	-	0	).6
				Poultry (chicken, ducks)	-	7	7.4
				Seeds/ planting material	-	14	4.4
				Shoats (sheep, goats)	-	10	0.9
				Bicycles	-	2	2.1
	At least 50% of productive	Quality, functionality	Functionality of existing infrastructure - as judged by user households (%)	Unusable/broken down	17		9
	infrastructures built or rehabilitated is maintained by July	(O&M) state of infrastructure		Working, but needs repairs	65	5	58
	2014	inductore		Excellent working condition	17	3	33
				Very inadequate	25		8
			Sufficiency of existing	Inadequate	47	2	21
	At least 75% of people within the community are satisfied with the	Public perceptions/	infrastructure - as judged by user	Sufficient	27	5	58
	type and quality of productive infrastructure delivered by the	satisfaction with infrastructure accessible	households (%)	Excess capacity	2	1	12
	Programme by July 2014	to them	Relevance of existing	Redundant	7		5
			infrastructure - as judged by user	Useful, but not priority need	10		6
			households (%)	Extremely useful	83	8	39
Output 2:				agroforestry	30	6	13
Increased				bunding/ grass-strips	28	12	31
agricultural production and	At least 70% of the members of	Range of skills practiced	% of farmers using	cover cropping	35	18	32
productivity and promotion of	APFS apply improved agronomic and livestock management	Range of skills practiced and % of households practicing them	different agronomic practices in their	crop rotation	63	26	42
alternative means of	practices by July 2014		fields	integrated pest management	37	49	69
livelihoods.				mulching	46	25	49

# Annex 8: Baseline against end line indicators, (Result areas 1-2)

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Outputs	Objectively Verifiable	Assessment Parameters				Baseline		line		
Outputs	Indicators					Baseline	Non-APFS households	APFS households		
(KALIP Result 2)				proper pla	nt spacing	53	22	61		
				row-planti	ng	47	9	22		
				thinning		58	33	51		
				trash lines		24	52	65		
				use of varieties	improved seed/	66	49	62		
				zero/ mini	mum tillage	29	28	34		
				pasture: gr	asses	-	2.7	2.8		
			Average rating <b>(on</b>	pasture: he	erb. legumes	-	2.5	2.6		
			scale of 1 to 4) of condition of livestock	tree legum	ies	-	2.4	2.5		
			forage/feeding alternatives	hay (incl. s	tanding hay)	-	2.4	2.6		
			alternatives	supplemen	nts	-	2.4	2.5		
				feeds		-	2.2	2.2		
	Average         rating         pasture: grasses	-	1.9	2.0						
		-	1.5	1.6						
			scale of 1 to 4) availability of	tree legum	les	-	1.4	1.5		
			livestock forage/feeding	hay (incl. s	tanding hay)	-	1.5	1.6		
			alternatives	supplemen	nts	-	1.1	1.2		
				feeds		-	1.4	1.4		
			bulrush millet	-	28	28				
					cereals	finger millet	-	54	72	
					maize	-	128	223		
							sorghum	-	92	193
						Augure 2		beans	-	86
			Average quantities of crop		cow peas	-	41	17		
			harvest per household in		green grams	-	74	67		
			2013 [grains = Kg; tubers = bags of	pulses	ground nuts	-	56	93		
			tubers]	& oil crops	pigeon peas	-	37	31		
	Crop and livestock	Cron violde (of major			simsim	-	24	34		
	production levels amongst 240 APFS increased by 20%	Crop yields (of major crops) and livestock			soy beans	-	39	90		
	and 30% by 2012 and 2013	output/breeding rates-			sunflower	-	40	46		
	respectively				cassava	-	8.6	17.5		
				tubers	sweet potatoes	-	2.4	1.0		
				camels		60	116	72		
				cattle		41	38	44		
				chicken		59	98	114		
			Calculated average livestock breeding /	donkeys		131	40	51		
			expansion rates over one production	goats		58	43	59		
			season/year (%)	pigs			65	13		
				sheep		130 86	58	57		
			-			65	-	170		
	Mortolity rates in livesteel.		Number of	turkeys CBPP		-	3	2		
	Mortality rates in livestock o new APFSs reduced by 5%	Level of seasonal	livestock lost in	Newcastle	Disease	-	7	6		
	and 10% in 2012 and July 2014 respectively	to poor health	12 months (2013/2014) to				2			
	,		different causes	Anaplasm	615	-	2	1		

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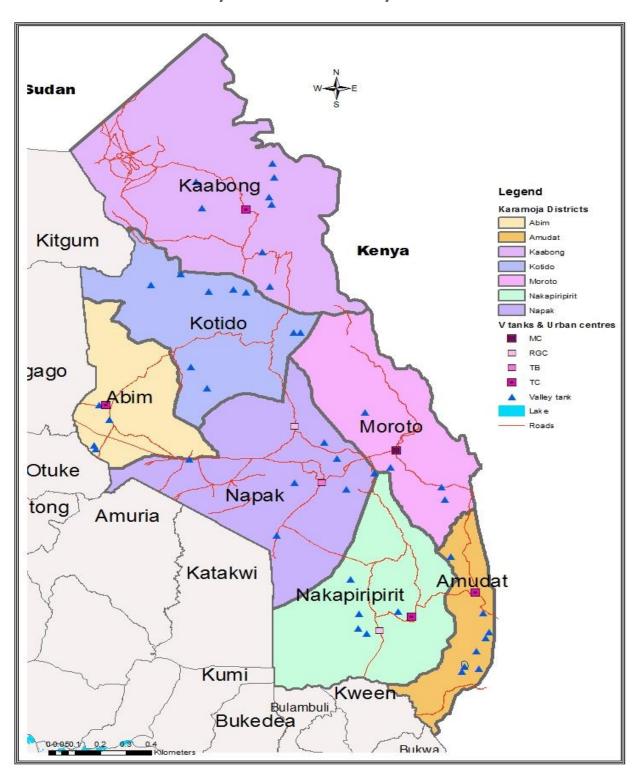
Outpute	Objectively Verifiable	Assessment Parameters	;			Bacolina		line	
Outputs	Indicators					Baseline	Non-APFS households	APFS household	
			of livestock	East Coast Fever-	ECF	-	3	2	
			mortality	ССРР		-	3	2	
				Poultry lice (mites	;)	-	4	3	
				Goat mange		-	1	2	
				Bloody diarrhoea		-	2	1	
				FMD		-	2	2	
				Worms		-	3	3	
				Trypanosomosis		-	4	2	
				Sheep/Goat Pox		-	2	1	
	At least 20% and 50% of APFS continue to apply improved environmental management practices by 2012 and July 2014 respectively	Environmental management practices applied by APFS	Land use types, degradation and management in the parishes that benefited from the project (end line survey only).	<ul> <li>denuded lateri</li> <li>Main land deg gully and rill er</li> <li>Cropping and Monoculture o wind erosion, é</li> <li>Water sources slopes; Some h</li> <li>Natural vegeta of slopes; Sparin in areas plante</li> <li>Watershed ma</li> </ul>	te soil; radation fea osion, bush-l nixed system f annual crop except where and drainag illtops used a ition cover: I se distributic d with forest nagement: A	tures: River bank ourning and over ns management: so in plains and s planted with for e: Flood-prone v as catchments fo Dense and divers n comprising of : s or woodlots; Afforestation and	d slopes; Deep gulli c erosion in valley f rgrazing in the plair s Swamps in valley lopes; Bare hilltops rests; alley floors, plains r water reservoirs; e vegetation cover shrubs towards the d planted woodlots on across all the zo	loors; Severe s and slopes; floors; s exposed to and gentle on lower ends e hilltop, except ; Contour	
				landscape.	bags	-	-	1,176,500	
				Cereal banking	kg	-	-	1,339,667	
					bags	-	-	442,500	
			Computed average	Crop production	kg	-	-	373,123	
	At least 60% of IGPs initiated by	Financial health of FFS	gross margins of different income-	Goat breeding	goats	-	-	450,000	
	APFS are generating economic returns by July 2014	IGPs	generation projects engaged in by the	Horticulture	basins	-	-	(31,000)	
			APFS groups (UGX)	Piggery	pigs	-	-	1,600,000	
				Poultry	trays	_	_	250,000	
				Production	,.				
				Veterinary services	kit	-	-	1,680,000	
				Total value of currently	savings	-	-	427,684	
	At least 75% of Village Saving and		Average VSLA	Value of outstand	ng loans	-	-	310,071	
	Loan Associations (VSLAs) established have gone through at	VSLA operations and	performance statistics (UGX)	Value of bad loans	, if any	-	-	213,713	
	least two successful cycles by July 2014	financial health	statistics (UGA)	Cash at hand & ba	nk	-	-	342,292	
				Cash in welfare/sc	cial fund	-	-	76,224	
				Property worth		-	-	1,445,231	
				Very unsatisfactor	y;	0		9	
Output 3 Capacity o			Rating by district	Unsatisfactory		36	1	18	
relevant departments ir			leaders of DPD report quality (%)	2D Satisfactory Excellent		57	e	54	
Local	reports required by district					7		9	
Government a district and sub	_ MAAIF submitted as per standards	vis-à-vis required standards/ schedules;		Very unsatisfactor	y			9	
county levels built for effective		Rating	standards/ schedules; Rating by c	Rating by district	Unsatisfactory		50		0
planning, service			leaders of DPD report timeliness (%)	Satisfactory		50	8	32	
delivery, supervision and	E			Excellent				9	

# NIRAS A/S and IBF International Consulting Final KALIP Evaluation Report 13/07/2015 - ANNEXES

	Objectively Verifiable Assessment Parameters Indicators					End	line
Outputs						Non-APFS households	APFS households
monitoring	50% improvement in (livestock) disease surveillance and response, and input and produce quality controls by district and sub county production offices by July 2014	Functionality of (livestock) disease surveillance/ response & input/produce quality control facilities, mechanisms and systems;	Livestock disease surveillance and response mechanisms Input and produce quality control	ge in HR situatio city; nputer and (unve II weak enforcen <u>hoc basis.</u> ary allocations ar e in number of sta	ns in most district n (numbers still lov trified) lab facilities nent, except quara nd cost-transfer to aff available;	v), but CAHW ; ntines;	
			mechanisms	<ul> <li>Equipment: Increase in lab</li> <li>Legislation/regulations: Sti</li> <li>Outreach: Some sensitization</li> </ul>	II weak enforcen		ulations;
				Very unsatisfactory	21	1	)
			Rating by district leaders of DPD	Below expectation	29	8	3
			service delivery (%)	Above expectation	29	3	8
		Public perceptions/		Very satisfactory	21	5	4
				Very unsatisfactory	25	(	)
				Below expectation	50	5	5
				Above expectation	25	1	8
	50% of beneficiaries satisfied with the quality of services from Sub			Very satisfactory	0	2	7
	county & District Production Departments by July 2014	satisfaction with services received		Poor	11	1	5
			Community rating of quality of services	Fair	27	3	0
			received (HH interviews) (%)	Good	61	5	3
				Excellent	2	:	2
				Once/twice in last 3 years	33	3	6
			Community rating of frequency of services	Every season	33	2	5
			received (HH interviews) (%)	Whenever there is need/request	31	3	4
				Routine/ regular service	4	!	5

# Annex 9. LIST OF IMPLEMENTING PARTNERS (IP)

Lot	KALIP IP	IP partner	Amount	Start date	End Date	District	Sub county				
1	Mercy Corps Scotland	N/A	€ 1,277,537.60	01 May 2012	31 Oct 2013	Kaabong	Kalapata, Kamion, Kapedo, Kawalakol, Karenga, Loyoro, Sidok				
						Kotido	Kacheri, Kotido, Panyangara, Rengen				
		GOAL (U)				Abim	Abim, Alerek, Lotuke				
2	Arbeiter-Samariter-Bund Deutschland e.V. (ASB)		€ 1,888,889	20 Feb 2012	19 Apr 2014	Moroto	Katikekile, Nadunget, Rupa				
						Napak	Lokopo, Lotome, Ngoleriet				
		ACTED,				Amudat	Amudat, Karita, Loroo,				
3	DanChurchAid (DCA)	C&D,	€ 1,277,777.61	L 01 May 2012 31 Dec 2013	31 Dec 2013	Nakapiripirit	Kakomongole, Lolachat, Loregae,				
		CPAR			Νακαρπιριπ	Lorengedwat, Moruita, Nabilatuk, Namalu,					
		Abim DLG, GOAL				Abim	Abim, Alerek, Lotuke, Morulem, Nyakwae				
		ZOA								Amudat	Amudat, Karita, Loroo
		C&D					Kaabong	Kaabong, Kalapata, Karenga, Kathile, Lolelia, Loyoro, Sidok			
4	UN FAO	ADRA, Save the Children	EUR 2,528,225	9 Mar 2011	24.4 204.4	Kotido	Kacheri, Kotido, Nakapelimoru, Panyangara, Rengen				
4		CARITAS,	LUK 2,328,223	5 10101 2011	31 Aug 2014	Moroto	Katikekile, Nadunget, Rupa, Tapac,				
		MAZIDEP									
		Нарру Соw				Nakapiripirit	Kakomongole, Lolachat, Loregae, Moruita, Nabilatuk, Nakapiripirit Town Council				
		сомwo				Napak	Iriir, Lokopo, Lopeei, Lorengechora, Matany, Ngoleriet				





# Annex 11. The name of the evaluator and the representing company

#### Role in project: Key Expert II

Staff of: IBF International Consulting

- 1. Family name: DIEDERICHS
- 2. First names: Christoph
- 3. Date of birth: 4 April 1953
- 4. Passport holder: German
- 5. Residence: Germany
- 6. Education:

Institution [ Date from - Date to ]	Degree(s) or Diploma(s) obtained:
University of Göttingen 1978-1981	Post-graduate studies in Tropical & Subtropical Agriculture, <b>Ph.D.</b>
University of Göttingen 1973-1978	Studies in Agricultural Sciences, <b>M.Sc.</b>

## 7. Language skills: Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic)

Language	Reading	Speaking	Writing
German/Portuguese (MT)	1	1	1
English	1	1	1
French	1	1	1
Spanish	1	1	1

- 8. Membership of professional bodies: German Society of Agronomy; International Society for Food, Agriculture and Environment; German Association for Applied Botany and Food Quality
- 9. Other skills: Fully conversant with computer software packages and project database management
- 10. Present position: Independent Consultant

#### 11. Years within the firm: n/a

#### 12. Key qualifications:

- A senior tropical agricultural specialist with 30 years of working experience disposing of both sound practical and academic experience in all fields of sustainable agricultural & agro-pastoral systems, food security, poverty alleviation, project management and international development cooperation
- Broad experience in identification, formulation, implementation, monitoring and evaluation of large development programmes/projects for and in collaboration with international donors (EU, GIZ, WFP, UNHCR, World Bank, IFAD, IICA, WFP, FAO).
- Ample experience in assessing and monitoring of potentials and limitations of the current situation of agriculture in developing countries.
- Very familiar with cross-cutting issues (gender, environment, climate change, poverty).
- Participated in numerous identification and formulation missions for EU and GIZ financed agricultural and food security projects as well as for other donors.
- Vast experience with sector assessment, project/programme planning and development exercises in the field of Agriculture and Food Security in Sub-Saharan Africa
- Strong background in monitoring and evaluation work including undertaking programme mid-term reviews and final evaluations and knowledgeable about DAC/EC evaluation criteria of relevance, effectiveness, efficiency, impact, sustainability, coherence and value-added.
- Working experience in post conflict Northern Uganda.
- An experienced consultant with analytical skills and intercultural competence.
- Excellent command of spoken and written English.

# Annex 12: Tentative indicators for a new programme in Karamoja

In the following are presented some tentative indicators which could be used for a new EU programme in Karamoja. However, it is noted that prior to the development of indicators it is essential to carry out a thorough baseline survey using concrete assessment parameters (e.g. yield data: kg/acre).

# 1) Crop production

- Proportion of farmers households who have applied and retained new, more sustainable and climate resilient technology or management (as a result of EU support) disaggregated by gender;
- % change in yields (kg/ha) resulting from use of improved practices and inputs after retaining use of technologies or management practices;
- Percentage increase in cropping intensity;
- Presence and use of legumes in cropping systems;
- Number of farmers supplied with drought resistant varieties of seeds;
- Agricultural land managed using a) improved technologies and b) improved management practices (in hectares);
- Proportion of farmers using services (e.g. extension, input supply, product, markets, training)

# 2) Livestock

- Availability of improved pasture;
- Livestock mortality including small ruminates at household level
- Number and proportion of livestock producers who raise improved / exotic breeds;
- Access to animal traction;
- Access to common property resources, availability of forage, and sources and reliability of water used;

## 3) Nutrition

- Number of community based nutrition service providers trained;
- Number of women who have been trained in child health and nutrition;
- Percentage of the population with access to safe or improved drinking water;
- Increased percentage of food requirements of poor households which they are able to cover out of their own production (crops/livestock) or income;
- Percentage of households (men and women) who apply improved nutrition practices;

# **Annex 13: Standard DAC Evaluation Summary**

## Final Evaluation KALIP 2015/356123

## Abstract

The present document focuses on the final evaluation of the KALIP programme, taking into account the specific context of the Karamoja sub-region.

## Subject of the Evaluation

The Final Evaluation of the KALIP programme serves to verify, analyse and assess the integration of impact of cross cutting issues in the programme, in the last phase of the project cycle.

#### **Evaluation Description**

The purpose of the final evaluation of KALIP was to make an overall assessment about past performances of KALIP, and identify key lessons and propose practical recommendations for followup actions. The methodology for the evaluation was based on the DAC Criteria for Evaluating Development Assistance, and the EC criteria of convergence and added value.

#### **Main Findings**

The Government of Uganda and the European Union have many reasons to be proud of the KALIP intervention in the Karamoja region. OPM and the PMU did an impressive job, and KALIP achieved excellent outputs and gained an overall good reputation in Karamoja region and beyond.

Since its implementation, KALIP has significantly contributed to a positive change in the Karamoja region by: (i) strengthening Local Governments by reinforcing their capacities as service provider to local communities; (ii) providing training through APFS and productive assets (feeder roads, water infrastructures, agricultural inputs) and (iii) providing important means to set up a base for peace and security.

The relevance of KALIP is high; its objectives correspond to genuine smallholder needs and are liable to contribute significantly toward peace and stability, poverty reduction, food security and to diversify agricultural activities. The programme's approach was flexible in adapting to the varying needs of its diverse beneficiaries at various levels. KALIP is logical and coherent in its design and attends target needs of beneficiaries.

KALIP has had an impact on the communities in Karamoja region and the overall objectives have been achieved. Assessments carried out by Implementing Partners clearly indicate a wealth increase between 25% and 32% in their operating areas and also the perception of communities in regard to peace and security has improved making them feel safer.

KALIP has enjoyed strong visibility, to the extent that it has become a kind of local brand. There is only one downside: beneficiaries and Local Governments wish the project to expand into other subcounties. There is no doubt that KALIP needs (and merits) a continuation in order that the achievements of the first phase may be consolidated and expanded to other sub counties in need, aiming to further develop peace and security and agricultural and economic development in Karamoja region.

## Recommendations

In relation to the implementation of a successor programme; it is strongly recommended that any new programme in Karamoja should build on the best practices of KALIP either to upscale and replicate previous successful interventions. The previous PMU approach should be included in a

future programme. In relation to the support to District Production and Marketing Offices, (DPMOs), the mission recommends refresher trainings of DPMO staff as well as specialized training in the various action fields to be carried out, as well as basic laboratory equipment (e.g. microscopes) including training for effective use. Furthermore, to support agro-pastoral livelihoods in particular during the prolonged dry period, different types of water infrastructures and other types of infrastructures were recommended.

In order to improve crop and livestock production and promotion of alternative incomes of livelihoods, various crop production activities as well as health-related activities should be promoted and considered in the context of a new programme; and finally, expanding and consolidating peace and security in the context of a new programme is highly recommended.

Taking into account that two-thirds of the households across Karamoja region depict inadequate food security it is strongly recommended for future actions to consider three important aspects to improve household food security and nutrition across Karamoja: i) Increase Food Availability by improving crop and livestock productivity; ii) Increase Access to Food and iii) Provide the base for a balanced diet in order to improve the nutritional status at household level in particular regarding children under 5 years

Donor: European Commission	Region: Uganda	DAC sector: 31120 - Agricultural development			
Evaluation type: Relevance, effectiveness, efficiency, sustainability and impact	Date of report: 5 May 2015	Subject of evaluation: Make an overall independent assessment about the past performance of KALIP			
Language: EN	N° vol./pages : 51	Author: Christoph Diederichs			
Programme and budget line concerned: KALIP/ALREP – 10 <sup>th</sup> EDF					
Timing: Start date : February 2015 Completion date : 5 May 2015					
Types of Evaluation: (X) ex post					
Contact person: Blaise Peccia-Galletto <u>Blaise.PECCIA-GALLETTO@eeas.europa.eu</u>			Diederichs		
Cost: Euro 83 780		Steering g	roup: No		