

Empowered lives.
Resilient nations.

Final Report



“Enhancing Food Security,
Livelihoods and Resilience Building
in Karamoja Region”

Submission date:
August 2015

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Abbreviations

ACTED	Agency for Technical Cooperation and Development
C&D	Cooperation and Development
CAHW	Community Animal Health Workers
CAO	Chief Administrative Officer
CMDRR	Community Managed Disaster Risk Reduction
CPRU	Crisis Prevention and Recovery Unit (UNDP)
DLG	District Local Government
DRR	Disaster Risk Reduction
FMD	Foot and Mouth Disease
GAM	Global Acute Malnutrition
IGA	Income Generating Activities
IP	Implementing Partner
IPC	Integrated Food Security Phase Classification
JICA	Japan International Cooperation Agency
LSD	Lumpy Skin Disease
MSU	Management Support Unit (UNDP)
OPM	Office of the Prime Minister
PPR	Peste des Petits Ruminants
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
WUC	Water User Committee

Part 1: Executive summary

Karamoja sub-region is generally characterized as a semi-arid plain with low rainfall distribution, reliability and soil fertility. The region extends over 27,900 square kilometres and is largely a savannah, covered with seasonal grasses, thorned plants, and occasional small trees. The average elevation of the plain of Karamoja lies at around 1,400 meters (4,500 feet) above sea level.

According to the National Integrated Food Security Phase Classification (IPC) report, between November 2013 and April 2014 some 1,194,423 persons or 87% of the sub-region's population had minimally adequate food and were unable to afford essential non-food expenditures, due to declining or depleted food stocks, reduced livestock products, and increased food prices. In May 2014, 109,832 persons representing 8% of the sub-regions population were reported to be under phase 3 (crisis) and were confronted with clear food consumption gaps, High Global Acute Malnutrition (GAM) rates, and were marginally unable to meet their minimum food needs through accelerated depletion of assets. The shocks were particularly severe in the south eastern part of the sub-region that rely heavily on pastoralism and agro pastoralism as their main livelihood. In response, UNDP in partnership with the Government of Uganda and with funding from the Government of Japan initiated a US \$900,000 **“Enhancing Food Security, Livelihoods and Resilience Building in Karamoja Region”** project in the worst affected districts of Amudat and Nakapiripirit. The project was implemented over a 12 month period from March 2014 to March 2015. The goal of the project was to break the cycle of food insecurity by recovering livelihoods and building the resilience of drought-prone populations in Karamoja. To achieve this, the project focused on three key objectives: (i) to increase water availability and access for both humans and livestock; (ii) to restore livelihoods and prevent further deterioration in food security; and (iii) to promote and institute measures at the community level to reduce disaster risks and improve adaptation to climate variability.

The project focused on five key result areas:

- o Rehabilitation of water points*
- o Establishment of community risk reduction and climate adaptation projects*
- o Mass animal vaccination*
- o Cash for work*
- o Livestock restocking*

At the operational closure of the project, all planned activities have been completed directly benefitting 1,682 households through direct cash transfer.

Objective 1: Under objective one, the project focused on upgrading and/or rehabilitating water facilities for both human consumption and agricultural purposes. In total, 20 water facilities were rehabilitated with water user committees (WUCs) established and trained on their roles and responsibilities to enhance sustainability. Access to water not only addresses domestic and livestock needs, but also reduces conflict over water resources which are particularly scarce during the dry season. The project also supported communities to develop alternative livelihoods such as small businesses and conservation farming in order to reduce dependency on a single sector that increases vulnerability in times of disasters.

Objective 2: Under objective two, the project focused on direct cash transfer to vulnerable communities. This directly benefitted 1,682 households through cash for work with the aim of increasing households' purchasing power during times of shocks. This generated 1,682 jobs with a total of 31,585 man days worked. Over UGX 136,223,000 was disbursed to households under the project.

Objective 3: Under this objective, communities were supported with the development of disaster risk reduction and climate adaptation plans and its implementation. UNDP worked closely with central government, including OPM, and two district local governments (DLG) to support sub counties and parish authorities identified locations and form community managed disaster risk reduction (CMDRR) groups. These groups were trained intensively using a participatory approach to identify priorities and hazards, as well as to identify climate change adaptation projects to be implemented. In total, each of the 15 CMDRR groups received UGX 5,000,000, totally UGX 75,000,000 in disbursed small grants. With these grants, the CMDRR groups were able to start income generating activities (IGAs) in the following categories: six poultry rearing, five cereal banks, two piggery, one vegetable growing, and one tree planting in the sub-region. These activities provide a stable income, increasing resilience to future crisis and associated shocks. Under this objective, communities were also empowered through restocking and animal vaccination in order to diversify and protect livelihoods. A total of 432,824 animals (cattle and shoats) were vaccinated and given boosters in the districts of Amudat and Nakapiripirit, including animals from across the Kenyan border. Additionally, 150 families benefited from goat restocking with each household receiving a female goat. This initiative was not only geared towards increasing the sources of milk for children, but also the number of livestock able to provide a ready source of income to households during adverse periods such as dry spells and sickness of family members, among others. The goats distributed were local species, aged from six months and well adapted to the local conditions.



Community Members with H.E. Junzo Fujita, Ambassador of Japan to Uganda

Part 2. Implementation Results

Result 1: Upgrading / Rehabilitation of water facilities for both human consumption and agricultural production

Access to water is one of the biggest challenges for communities in Amudat and Nakapiripirit districts. The situation worsened during prolonged dry periods forcing communities especially women and girls to walk long distances to access water. Schools and health facilities also lacked sufficient water to support their regular operations.



Fig1.The district water officer Nakapiripirit drinks clean water from one of the rehabilitated at Alakas rehabilitated under the project.



Fig 2.Rock Catchment rehabilitated under the project



Fig3.A man watering the vegetable gardens using water from the water point rehabilitated under the project



Fig 4.Cattle drinking water from one of the dams rehabilitated under the project

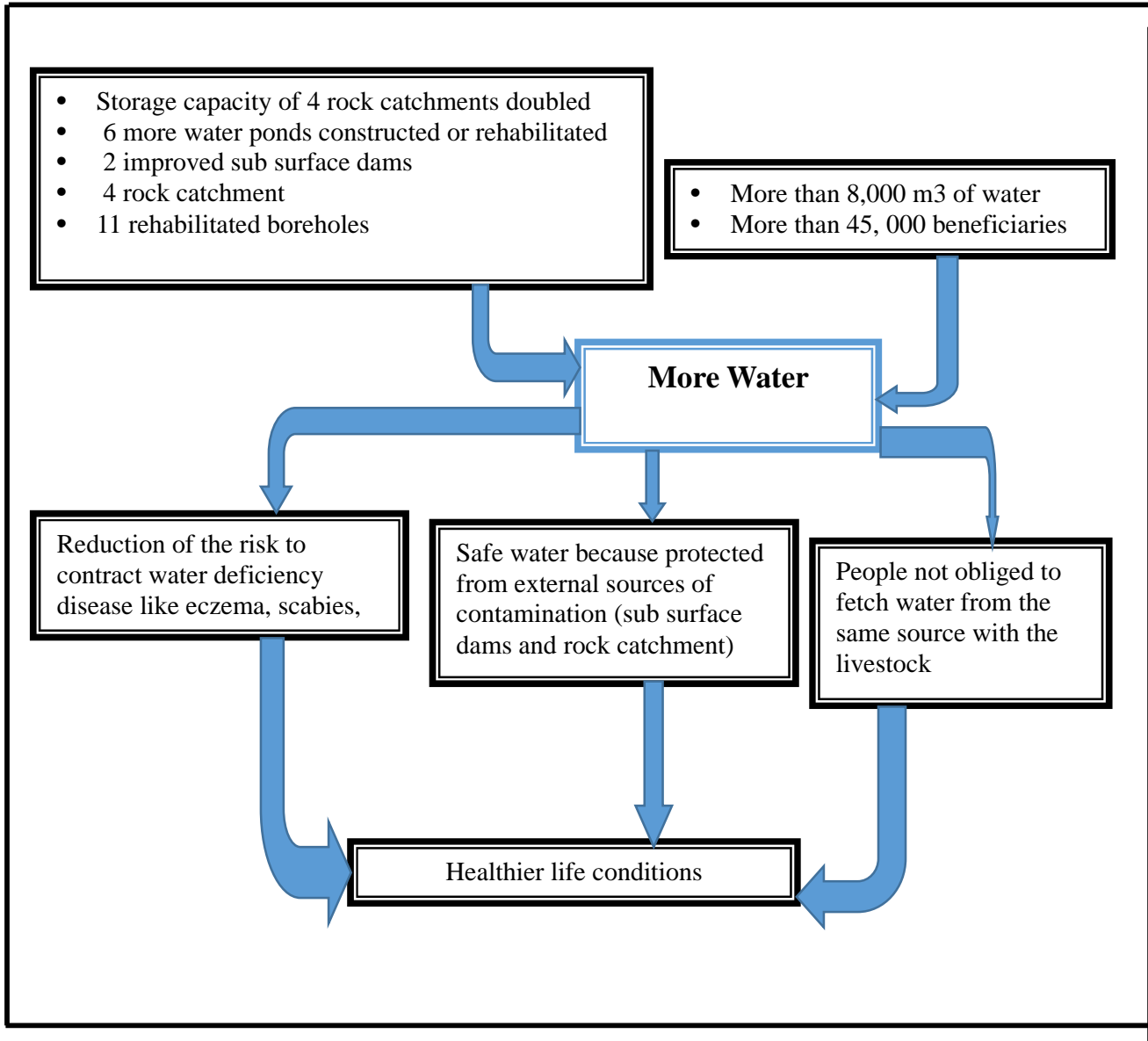


Fig5 Nanyoi Angiminito colonial Borehole: before (left) and after (right) the rehabilitation

Most communities (91%) in the affected districts at Amudat and Nakapiripirit depend on boreholes for water. With a number of these sources being non-functional, the project embarked on rehabilitating and upgrading to increase water coverage. The rehabilitation of water facilities, implemented through a combination of cash for work (CfW) and direct cash transfer schemes has resulted in a significant improvement in water supply capacity. Through this project, a total of 23 water facilities were rehabilitated, four rock catchments, six water ponds, 11 boreholes, and two sub-surface dams. For each water point, a water user committee was elected and trained on their roles and responsibilities. Under the project, there was an increase in the initial capacity of the four rock catchment water sources which was previously constructed under the *Livelihood Protection and Enhancement in the Karamoja Region project by the European Commission* by doubling capacity from 180 to 360 cubic meters to provide more clean and safe water to the communities and also provide safe water storage for use during dry periods. The interventions have improved conditions in the communities, since the distances previously walked to fetch water have been reduced, allowing more time for productive activities, such as cultivation of small gardens. Water borne disease outbreaks have also been reduced. Community security has also increased (a reduction in violence against women, less fear to move and reduce animal attacks on children), as water sources are nearer homes and animals are less scattered. Moreover, unlike prior to the interventions, people no longer have to wait up to eight hours to fetch water at the few boreholes available, which often generated tensions among the different villages. Given the greater access to clean water following the rehabilitation under the project, the risk of contracting diseases has been reduced and communities are no longer obliged to drink from the holes excavated in the sandy riverbeds, together with their livestock and wild animals. Most of the water sources rehabilitated were from previous

interventions in the sub-region, such as the Nayonai Angiminito colonial borehole (fig.5) that was rehabilitated after being abandoned for 30 years. In addition, over 8,000 cubic meters of water has been provided under the project supporting over 7,000 households with their livestock and surplus water used in watering crops such as vegetables.

Fig 6: illustrating impact of clean and safe water on the communities



Result 2: Provision of cash to 900 households (IPC Phase 2 category) for maintenance of household purchasing power through cash for work



Fig 7: Pit latrine under construction in Mourita Nakapiripirit



Fig 8: CFW beneficiaries during the excavation of Alakas Water Pond

The use of cash as a relief, recovery and development tool has long been a response of governments to situations resulting from natural disasters or economic shocks. Aid agencies have only recently started using cash as a viable programming option. A cash-based approach not only encourages trade and production, creating secondary economic benefits, it also allows people greater choice and control over how they rebuild their lives, thus helping to restore their dignity as well as their livelihoods. It is a starting point for a series of interventions in a graduated tier of cash-based programming possibilities. Under the project 1,682 households benefited from the direct cash transfer (IPC Phase 2 category) through cash for work (CfW). UNDP was able to support more households than the initial target of 900 households, representing 51% male and 49% female. Based on the needs assessment conducted by UNDP and the Government of Uganda, at both national and district local government level, the need for pit latrines came out strongly from the communities in Nakapiripirit, to reduce incidences of cholera outbreak during the rainy season. Based on the nature of the project, the community and district identified the pit latrines as one of the most effective mechanisms to reduce health risks associated with open defecation, a

practice in Karamoja. Moreover, Nakapiripirit district has the lowest latrine coverage in the whole region, standing at 15.6% compared to the national average of 70%. Through the cash transfer, the communities' purchasing power for both food and non-food items increased. Households also received cash, with many investing this into crop production and restocking of the livestock. This increased their resilience during difficult times such as dry spells and associated shocks. The cash received also supported households in paying schools fees, buying clothes for household members and accessing essential medical treatment. Most importantly, the intervention helped change previous coping strategies' such as begging, sending children to relatives, reducing the number of meals per day, selling productive assets (livestock and other household assets) among others.

The projects enabled people to determine their own choices and priorities. This avoid situations previously reported where recipients were found to sell their food and non-food relief items in order to obtain cash for more urgent priorities, such as health care, debt payments and education. This practice is highly inefficient, as beneficiaries are rarely able to obtain market value for their relief packages, and sales of relief supplies can undermine local markets by encouraging commodity hoarding and causing price fluctuation. Another advantage of CfW programming deduced from the project was that it can be implemented far more quickly and with fewer delays than food aid. Cash payments (as opposed to in-kind distribution or aid packets) empower beneficiaries to manage their households and to buy food or other necessities as they require.

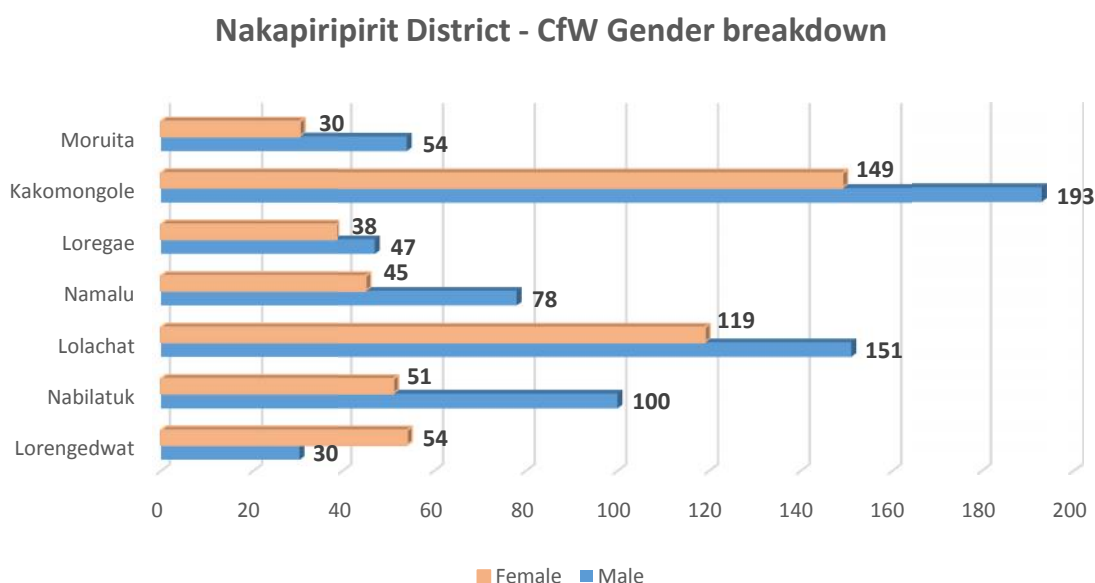
2.1 Methodology used during the project

Under the project, CfW beneficiaries were targeted at the household-level. All beneficiaries in Amudat and Nakapiripirit districts met the criteria under the IPC Phase 2 category 'Moderately, Food Insecure' region. Selection of beneficiaries was carried out with the assistance of local government authorities at sub-county and parish levels, and included village leaders who proposed a list of vulnerable households. Members of the Consortium of International NGOs (ACTED, C&D and ZOA) visited each community, where beneficiaries were proposed, from for purpose of validation, including gender participation.

Registration was carried out with a specific form, which was signed by the work supervisor, the gang leader (elected by the community) and the LC1 who validated the form. A form for the daily register was completed, in which the work supervisor collected the signatures of beneficiaries present at the site. Also, this register was signed by the work supervisor, the gang leader and the LC1 chairperson. Thereafter, a weekly payment form was prepared, based on the daily register. Every beneficiary was required to sign this document when he/she received his/her payment to ensure transparency and accountability. The beneficiaries were paid UGX 4,000 per day. Normally they worked from Monday to Saturday.

2.2 Gender a key consideration in CFW project

Female participation in the CfW project was a priority, and aimed to promote women's empowerment and gender equality. The ability of women to earn income can increase their status both within their household and community, and can provide greater decision-making authority over household spending decisions. Women are usually participants in the local market economy and can readily participate in CfW in ways that are culturally appropriate. For example, women may work in exclusive female work crews, or be given lighter, socially acceptable tasks such as cooking lunches for labourers, child caring, carrying water, and guarding supplies. Tensions surrounding the role of women as recipients of aid are not unique to CfW. Sensitivity to gender dynamics was thus a central component of all the CfW interventions. Gender was a key criteria in the selection of beneficiaries, as elaborated below.



Amudat District - CfW Gender breakdown

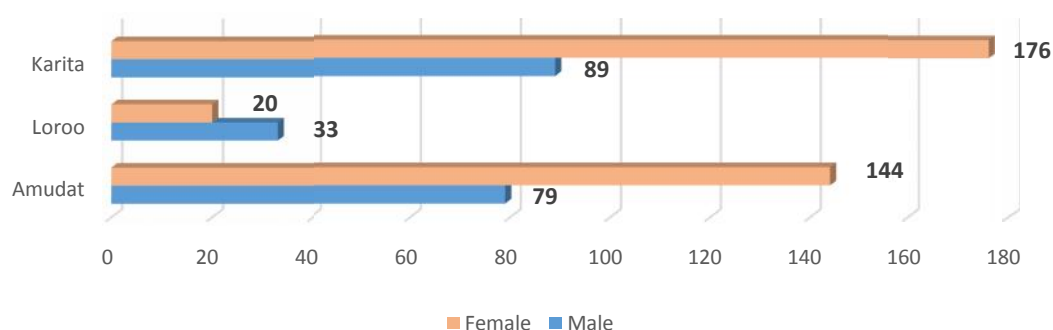


Table.1: Benefits of the project to the communities

Empowerment of Individuals: Direct cash transferred provided a flexible resource to affected households and empowered individuals to spend monies according to their needs and priorities.

Stimulation of the Local Economy: the cash transfer project stimulated recovery of the local economy by creating short-term work, reintroducing income flow, supporting local businesses through the purchase of construction materials, and encouraging households to purchase food and non-food items locally.

Rehabilitation of Community Assets: The CfW project implemented in Amudat and Nakapiripirit funded the rehabilitation of damaged community assets (water facilities) while maintaining the dignity of the affected population through meaningful community engagement in the selection and implementation of projects.

Ease of Administration: throughout the project implementation cash distribution costs were usually lower than distributions of food or non-food items. CfW can be implemented quickly and is not reliant on delay-prone shipping.

Short-Term Employment Generation: the project under CfW provided short-term employment opportunities for large segments of the affected population and helped to provide economically vulnerable groups with a means to sustain themselves. These helped to prevent further sale-off of viable assets and accumulation of debt by households frequently resulted from the short-term economic pressures caused by disaster (dry spell) or inter-clan conflict.

Debt Reduction: Cash earned from the project helped break debt cycles, which were exacerbated by the need for immediate cash in a post-disaster/inter-clan post-conflict environment.

Participation: The project design and execution was so participatory it involved large numbers of the population, that encourages maximum integration and participation of women and other marginalized groups in the area, and benefits were realized at the community too but not only at the individual or households.

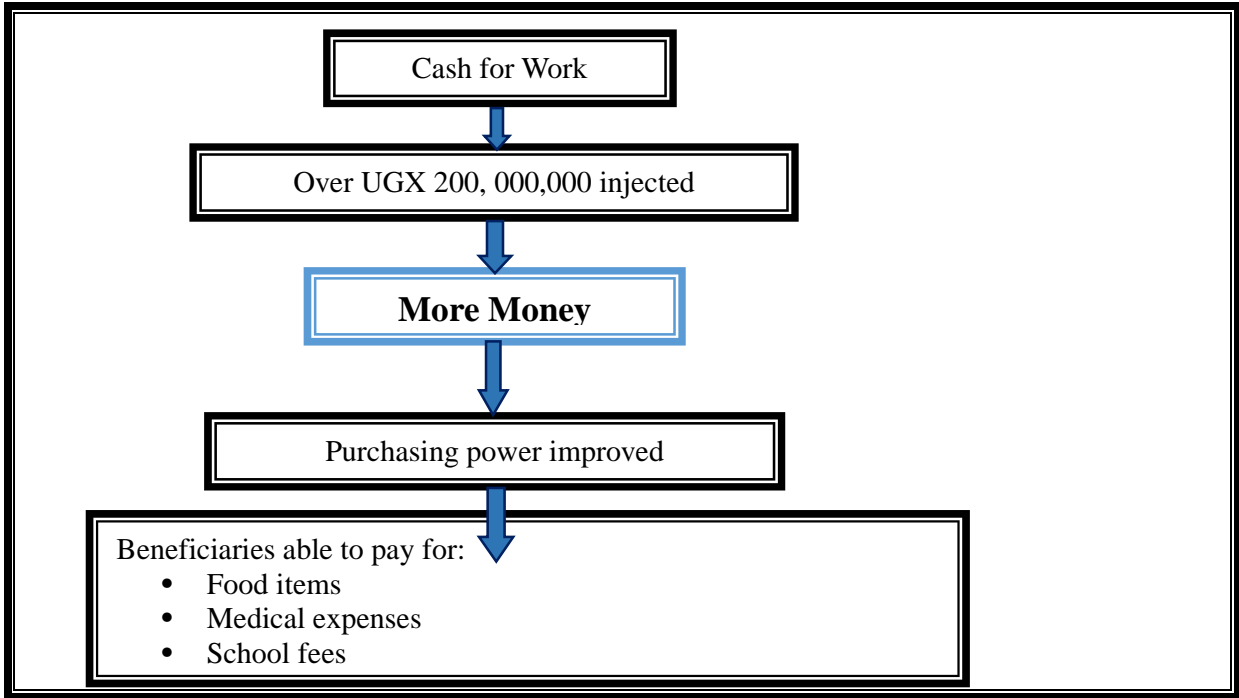


Figure 11: Impact of CFW to the communities

Result 3: Implementation of 30 community risk reduction and climate adaptation projects

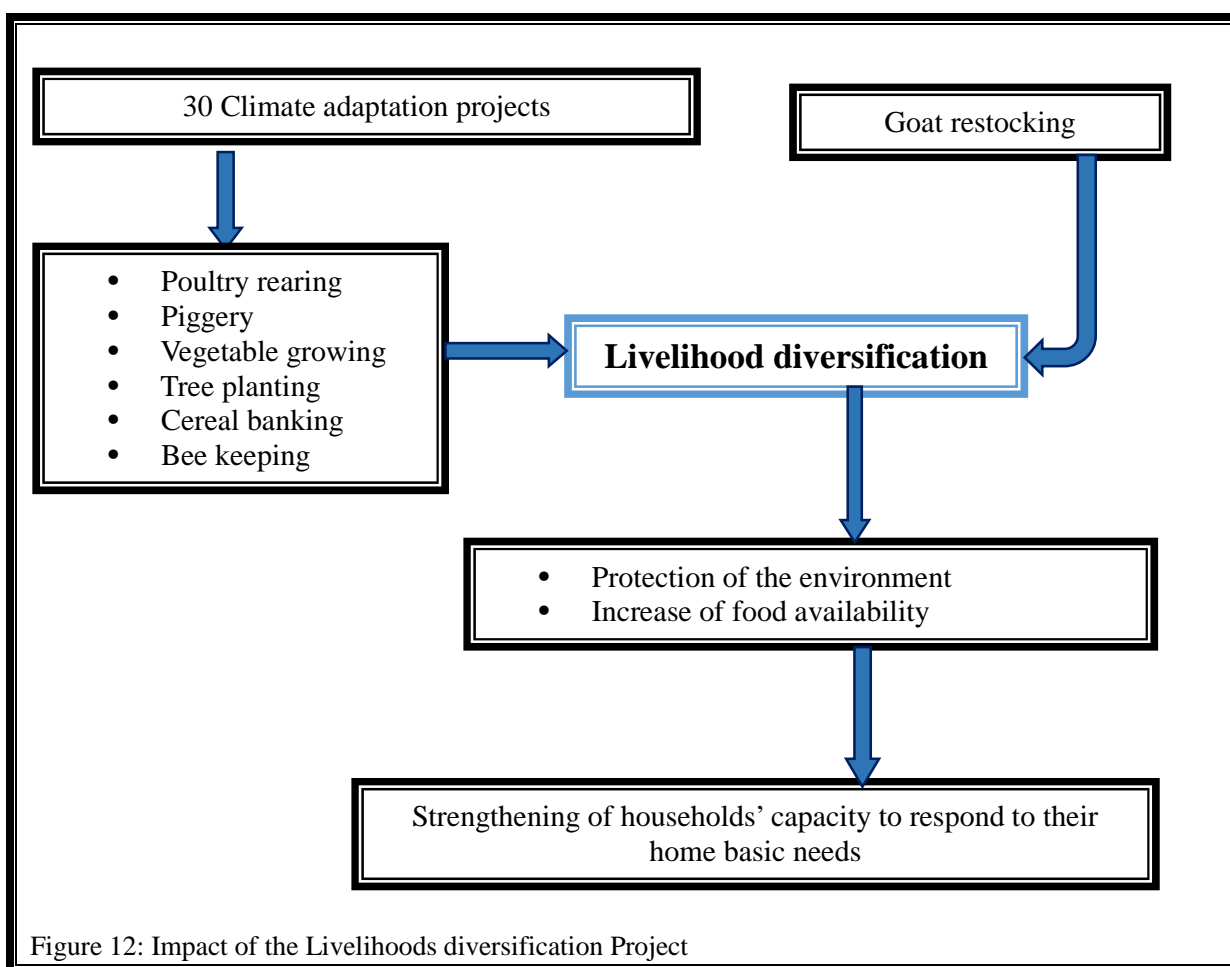


Fig 12: Apiary site for Empo ngorsio group in Kalekatie, Karita Sub County, over 85% colonization rate.



Fig13: Executive Members of Kechomieno group receiving start up grains for cereal banking in Karita Sub County.

The project worked closely with the sub counties and parish authorities to identify communities and formed 30 Community Managed Disaster Risk Reduction (CMDRR) groups who were taken through an intensive training tailored towards developing the necessary skills to enhance the start-up and growth of the groups' micro-enterprises with the aim of expanding livelihood options for the communities. The skills gained include: generating business ideas, developing business plans, financial management, and record keeping. Upon successful completion of the training, of the 30 CMDRR groups formed, a total of 15 CMDRR groups received grants amounting to UGX 5,000,000 each as a pilot and the micro-enterprises are being implemented in order to maximise benefit to the community. The groups also ventured in to different enterprises such as seven poultry, five cereal banking, four piggery, five vegetables, two apiary, six goats rearing and one tree planting.



Result 4: Livestock disease surveillance through massive vaccinations

Under this project, a total of 432,824 animals were vaccinated engaging a total of 75 Community Animal Health Workers (CAHWs). In addition, 200 Tsetse fly traps were installed in Amudat and Nakapiripirit districts. The animals were vaccinated and given booster against the following diseases:

Table 2: Summary of Livestock diseases and vaccination coverage undertaken

Livestock Diseases	Number Treated	Community Animal Health Workers,	Traps Distributed per District
Foot and Mouth Disease (FMD):	40,812 heads of cattle	32 CAHWs (Amudat).	80- Amudat;
<i>Pestedes Petits Ruminants</i> (PPR)	107,580 goats and sheep	50 CAHWs (Nakapiripirit).	120- Nakapiripirit
Lumpy Skin Disease (LSD)	161,241 heads of cattle	44 CAHWs (Amudat)	
	62,721 heads of cattle	40 CAHWs (Nakapiripirit).	
Trypanosomosis and Tsetse fly	20,113 heads of cattle	32 CAHWs	
	40,357 heads of cattle	31 CAHWs	



Fig 13:CAHWs during a vaccination exercise



Fig 14:Sheep vaccination



Fig 15:Goats being vaccinated



Fig 16:Goats undergoing vaccination

Of the animals vaccinated, over 70,000 including (cattle and goats) were from across the border with Kenya, given that the Pokot tribe inhabits areas on both sides of the border and the transboundary nature of animal diseases. The project also brought onboard a consortium of International NGOs that were well versed with cross border dynamics on both Karamoja cluster in Kenya and Uganda, in terms of human and animal movement, and animal health, including local indigenous knowledge.

It is estimated that around 80% (approximately 252,800) of people living in the two districts of Nakapiripirit and Amudat earn their living from livestock; majorly cattle, sheep and goats. The estimated populations of cattle, sheep and goats in the two districts are 278,000, 150,000 and 305,000, respectively. Generally, animal diseases jeopardize livestock assets of producers and poor communities, limit market access opportunities for animal and animal products and restricts possibilities for intensifying livestock farming. Foot and Mouth Disease (FMD) of cattle, although generally not fatal in mature animals increases the risk of spontaneous abortion among pregnant animals and mortality among young livestock. Economic losses caused by the disease are mainly due to losses in milk production, loss of income from the sale of animals and animal products, and increased treatment costs, as well as reduced work capacity of work animals. FMD is ranked as one of the highest disease control priorities by the Government of Uganda, due to its impact on the livestock trade. Studies in Sudan have estimated losses due to FMD outbreak to be \$25 per animal per year. This means that in the two districts, if an FMD outbreak affects 60% (166,800) of cattle, \$4.17 million a year could be lost. This intervention mitigated against this potential loss. Sheep and goats are livestock species affected by 'Peste des

Petits Ruminants' (PPR). The disease can affect 100% of the animals in a flock, with mortality of between 20% to 90% of affected animals. The disease is costly and is considered one of the most important constraints in small ruminant production. Apart from mortality, the disease also causes losses due to reduced production, abortions, and loss of trade due to quarantine restrictions. Vaccination against PPR was completed in Nakapiripirit and Amudat districts with a combined goat/sheep population estimated at about 255,000. This intervention, therefore, mitigated the potential loss of approximately 51,000 to 229,500 animals.

In relation to Lumpy Skin Disease (LSD), it is one of the most economically significant transboundary and emerging viral diseases. It causes significant economic problems as a result of reduced milk production, beef loss and lost draft animals, abortion, infertility, loss of condition and damage to the hide. It brings high economic pressure to the subsistence of poor farmers, particularly pastoralists whose economy relies mainly on livestock production. The financial

implication of these losses is significant to the herd owners, consumers and the industrial sectors which process and consume the livestock products. Reports from Ethiopia indicate a financial loss in an individual head of local zebu cattle at an estimated \$6.43 and for the Holstein Friesian at \$58 (Getachew et al., 2010). Control of this disease, with special emphasis on endemic areas, is an important way to reduce losses and increase incomes of cattle owners. The vaccination against LSD was completed in Amudat and Nakapiripirit Districts covering an estimated 250,000 heads of cattle. By preventing a possible outbreak, affecting an estimated 60% (150,000) of cattle in the districts, this intervention saves approximately \$579,000.

The African Animal Trypanosomosis (AAT) is a parasitic disease that causes serious economic losses in livestock from anaemia, loss of condition, emaciation and death of animals. Many untreated cases are fatal. AAT is found mainly in those regions of Africa where its biological vector, the Tsetse fly, exists. During the intervention carried out under this project, Isometamidium was the trypanocidal drug used, both as a curative and prophylactic. The prophylactic dose protects an animal for up to about six months. Through this intervention, more than 60,000 heads of cattle are now protected from the disease, with the general livestock population exposure to biting flies significantly reduced. Additionally, the application of acaricide reduced tick borne diseases in livestock across the targeted communities. In addition, 200 traps were installed and regularly inspected to control Tsetse flies in the two districts. From the above interventions, the quarantine restrictions initially placed on all livestock and associated products in Karamoja was lifted in April 2015. The project greatly contributed to ensuring a disease-free Amudat and Nakapiripit, including the border districts with Turkana, Kenya.

Result 5: Provision of livestock support to 150 households (IPC Phase 3 category)

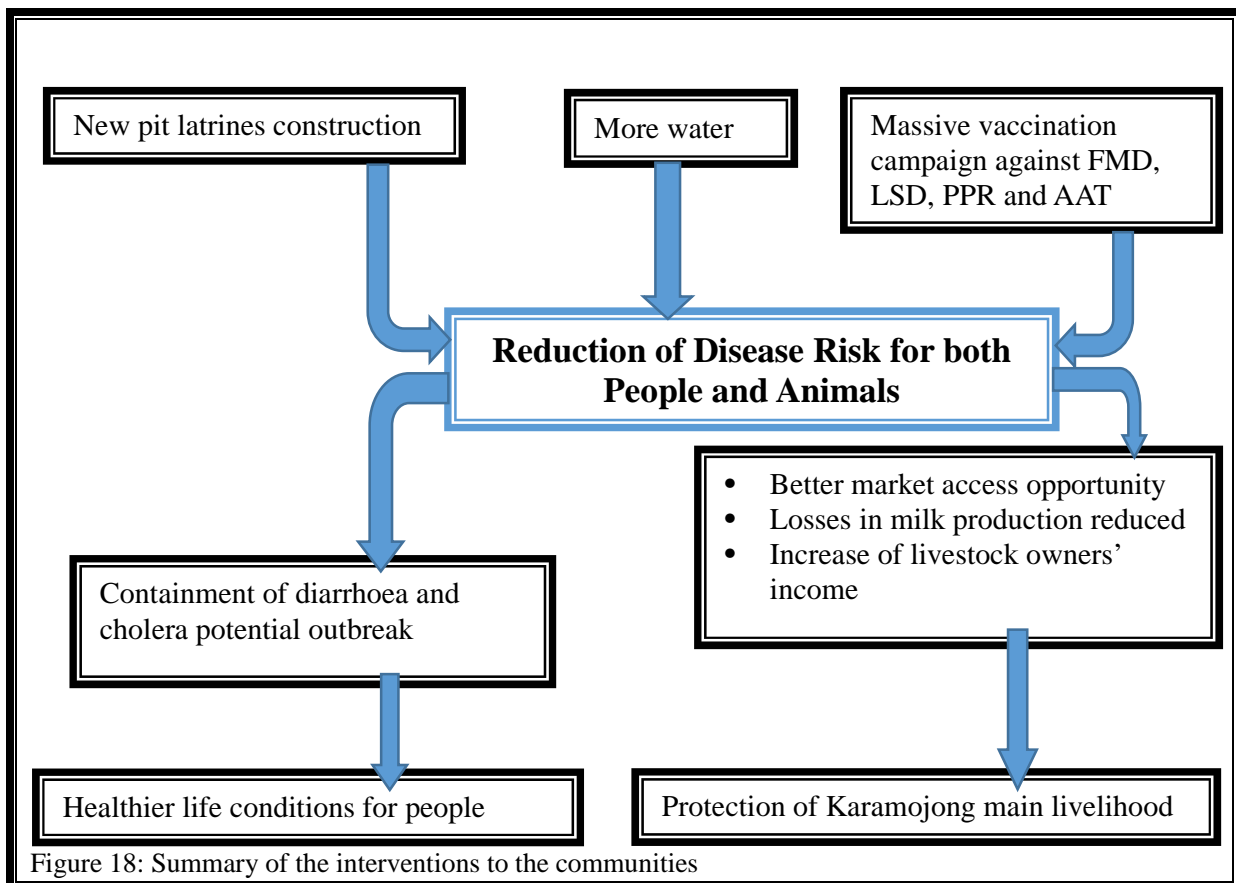
The project supported a restocking exercise in Nakapiripirit District. UNDP collaborated closely with the OPM and local government at district, sub counties and parish levels, in order to identify 150 households (IPC Phase 3 category). Each household received a six month old female goat, ready for mating. This age was selected as milking could start shortly after receiving the goat, this supporting household consumption and sale.



Fig 17: Beneficiaries with their goats distributed under the project at Lorengedwat Sub-county

The goat restocking aimed to develop sustainable livelihoods and improve the socio-economic status of IPC Phase 3 category households. The project offered 150 heads of goats to 15 groups, including veterinary care. This activity provided a significant input into the rural household economies of the targeted communities and contributed to food security by providing another source of income. For six of the seven sub counties, more than 50% of beneficiaries were women. A number of advantages of post-drought restocking have already been demonstrated, including contributing to food security and a balanced diet, especially for children, as well as improving the economic and social

standing of the households.



Part 3: Sustainability

The project's sustainability strategy was to transfer ownership of project outputs and outcomes to the beneficiary communities and the Government. Community participation was ensured throughout the planning and implementation process, to encourage the communities to take ownership of the interventions once completed. In addition, the project put in place community project management committees where physical infrastructure was commissioned. The committees will continue to coordinate operations and management of the project outputs. The project also invested in capacity building to strengthen the skills of the management committees for the continuity of the project. Where possible, the management committees were linked with relevant government departments for continued support at the district local government level. For example water user committees, managing rehabilitated water sources, were connected with their relevant district water office. This will ensure that necessary support can be provided by the district and water ministry during its normal operations.

Additionally, the project used simple technologies that require little or no investment in its operations, repair and maintenance. For example, all boreholes were deep wells thus eliminating operational costs. In the food security sector, the project used simple water harvesting techniques such as watering cans and pipes which require no technical maintenance and can be readily replaced and repaired by the users.

The project was implemented within the framework of normal government systems and institutions. Technical departments were fully involved in the design and implementation of

activities to ensure continuity. For example, implementation of the CMDRR was done in collaboration with the DLG which will ensure continued support after the project. Implementation of water user committee structures (elections and trainings) was completed in collaboration with the district water office and the Department of Community Service which are all government entities with specific mandates in the sector. These institutions will ensure continuity even after the project. This strategy, which was applied in all activities, will help to ensure the sustainability of the project's outcomes after its closure.

Part 4: Project Management

The project was implemented by UNDP under the Strengthening Capacities for Disaster Risk



Fig 19: Launch of the project in Nakapiripirit district by H.E the Ambassador of Japan and the Minister for Karamoja Affairs and the UN resident Coordinator/ UNDP Resident Representative.

Management and Resilience Building Programme. The UNDP Programme (DRM) team based at the OPM worked in close collaboration with the OPM's team and district local government in the day to day management of the project and its activities. A project board, chaired by the Office of the Prime Minister and co-chaired by UNDP, with the participation of the Government of Japan, was established. Management structures were set up at national and district levels to coordinate implementation. The project quality control and assurance functions was managed by UNDP's Crisis Prevention and Recovery Unit together with its Management Support Unit (MSU). These

units monitored progress, set benchmarks, performed regular monitoring activities, and ensured funds were available to the project. Through a competitive process, Cooperation and Development (C&D), an implementing partner (IP), was contracted to support the execution of the project.

During the implementation a team comprising of technical staff from UNDP (DRM programme), the Department for Disaster Preparedness and Management, Ministry of Karamoja Affairs, and the Department for Pacification and Development of Northern Uganda worked closely with the district local government staff to provide oversight and guidance to the implementing partner on the detailed implementation of the project. The team from UNDP, OPM and DLG jointly conducted six monitoring visits to both districts to ensure quality. At the district level, the project was managed through the office of the Chief Administrative Officer (CAO) which coordinates all development efforts at the district level. The management structure, as outlined above and as envisaged in the project design, proved adequate for project implementation.

This project was an integral part of OPM interventions. Management was required to regularly update the Permanent Secretary and relevant Ministers. UNDP Senior Management too were actively involved and participated in the inception and monitoring visits. This enabled redress of issues as they arose.

4.1 Project Team

Under the Crisis Prevention and Recovery Unit (CPRU) the project operated with a core team of three staff consisting of a DRM Advisor, DRR Analyst and Driver, closely working with UNDP's MSU and Finance Unit on key aspects of quality assurance, grants and financial management. At the implementing partner level, the project was supported by the Department of Relief, Disaster Preparedness and Management, including the Commissioner, Assistant Commissioner, departmental staff; officers from the Ministry of Karamoja Affairs including the Agricultural Officer and the OPM Karamoja Field Officer; and the Undersecretary of the Department of Pacification and Development. The combined efforts of the teams ensured the project was delivered within the expected timeframe, despite various challenges experienced during implementation. The project team, as envisaged in the project design, was adequate for the project implementation.

4.2 Partnerships

The project established and worked in partnership with different institutions and organizations. The partnerships established included the Japan International Cooperation Agency (JICA) and humanitarian and development partners at national, regional and local levels. As the project was developed in partnership with the Office of the First Lady/Minister for Karamoja Affairs, the Department for Disaster Preparedness and Management, and the Department for Pacification and Development in the OPM. In addition, and working closely with OPM, the project expanded holding capacity for the rock catchment, initially constructed with funding from the European Union under the NUSAF project, from 180 to 360 cubic meters .

In addition the project also contracted a consortium of three International NGOs: ACTED, ZOA, and C&D. The consortium members brought onboard their vast wealth of experience in the following: communication and information sharing, reporting, cash disbursement to communities using cash for work methodology. They conducted 15 coordination meetings, holding approximately two coordination meetings per month. The consortium also exploited the strength of each organization to generate a more affective and diversified action such as specialized staffs, and means; knowledge of community mobilization and sensitization, good relationship with the local authorities, past experience in similar programming in the area, ability to make necessary adjustment based on the situation at hand and displayed a high level of flexibility. All consortium members were well versed with the dynamics of the Karamoja cluster on both sides of the Ugandan and Kenyan border, which blended well with animal vaccination and CfW activities in the two districts.

4.3 UNDP Support

During the life of the project, UNDP made specific contribution to the project in terms of financial management, human resources, quality assurance and technical expertise. UNDP has wide experience in financial management based on its previous and current partnership with the Government and other agencies. It deployed ATLAS (UNDP's financial and project management information system) to ensure funds were spent prudently and accountably and that key project milestones and value for money were realized. The system, supported by financial experts and managers at UNDP, served as the overall budget control and financial oversight tool thus ensuring there was no wastage or misuse of project funds.

In terms of human resources, UNDP deployed its large pool of experts with technical and administrative functions to ensure the project was implemented smoothly. The key human resources deployed included a DRM Advisor and DRR Analyst who provided technical oversight. This support ensured that Government staff implementing the project had adequate external support to execute the project successfully.

In order to ensure high quality of outcomes, UNDP provided quality assurance functions to the project. This enabled continuous monitoring of the project at the outcome-result level as well as at field implementation level. Under this function UNDP, jointly with OPM, conducted six monitoring missions to both districts where technical advice was provided at the field level and monitoring data collected for management support. As a result of these actions, the overall quality of outcomes achieved under the project are of a high standard.

4.4 Financial Management

UNDP was responsible for overall financial expenditure and reporting for the project. It ensured funding released through the Responsible Party (RP) - C&D financial system was used efficiently and accountably. UNDP maintained financial oversight to ensure funds were used prudently and that expected deliverables and outputs were achieved. The RP provided UNDP with monthly financial reports throughout the project. Project funds were prudently utilized, as per policies and in line with the project document agreed with the donor. The financial management structure as outlined above was sufficient for delivery of the project. The RP had the project audited. The report shows satisfactory performance in line with the financial report.

The financial expenditure at the close of the project is USD 900,000 (100%) of the approved budget. A summary of the financial status at the close of the project is presented below:

No.	Category	Amount (USD)
1	Procurement (equipment, materials, etc.)	294,000
2	Cash payments(cash-for-work and direct cash transfer remittances)	360,000
3	Project soft activities (training, technical support, etc.)	70,995
4	Operational cost (including personnel cost)	80,338
5	Monitoring and Evaluation, and Communication	28,000
6	UNDP indirect costs (General Management Services)	66,667
Total		900,000

Part 5: Success Stories, Best Practices and Lessons Learnt

5.1 Success Stories

“I was overwhelmed when the project supported me to build my own latrine. I had long hoped to own a latrine one day, but I did not have the knowledge, funds or materials to construct my own. I used locally sourced materials to construct my latrine. I hope to use the knowledge I have gained to help the rest of my community to construct and use latrines, rather than practicing open defecation.” *Lokiru-Beneficiaries of the Pit Latrines Construction under Cash for Work, Nakapiripirit District.*

“Most of the activities were in the District Development Plans, but there were no funds to carry out the implementation. I am really grateful to UNDP, Government of Uganda and Japan for involving the Sub County Officials and the District Water Office in the sites’ selection,

monitoring and training of the Water User Committees. This has enabled us to identify the priority areas and gaps for future planning.” *Paulina Adomo Rengkit, Secretary of the Water User Committee - Relnoi Sub Surface Dam, Amudat District*

“As Veterinary Offices, we can say that the benefit of the interventions carried out under this project are twofold: first, its commencement coincided with the outbreak of a deadly disease of goats and sheep, the PPR, and with the support received from this project we managed to vaccinate the animals and saved millions for the livestock owners. Moreover, we managed to boost the immunity of about 200,000 livestock against different diseases. This is a great achievement for us as a department in local government. Secondly, the project has built the capacity of the Veterinary Department to maintain the cold chain and carryout various interventions during subsequent vaccination campaigns. We have acquired equipment such as a fridge, cool boxes, vaccination syringes, and ice packs among other items. This is a very significant development in our livestock health management capacity.” *Dr. Kathiya Dominic, District Veterinary Officer of Nakapiripirit District.*

“Through this project, we were able to lobby for two boreholes from Amudat District Local Government since they were well reflected as priority in our Community Action Plan (CAP). The process capacitated our lobbying skills. We presented the Community Action Plan to Amudat Sub County Local Government and to the Parish Development committees and then it was integrated in the Sub County Development Plans.” *Lochelengiro Yohana - CMDRR process, Amudat District.*

5.2 Best Practices

1. Using participatory and vulnerability level criteria for selecting beneficiaries was key in addressing the objectives of the project.
2. Initial involvement of local authorities and beneficiaries in the identification of community projects is key for sustainability.
3. Incorporating flexible approaches during activities implementation allows openness to innovative ideas that fosters solutions to problems.
4. Involvement of District Local Government and their technical staff is key in mobilization, and promotes projects ownership and enhances sustainability.
5. Using the 50% gender selection criteria for cash for work beneficiaries promotes women’s participation and involvement hence, empowering them both economically and socially.
6. Use of cash for work in labour intensive projects by involving the communities injects money into the community hence better purchasing power.
7. Contracting a consortium of three International NGOs was key and promoted smooth project implementation as each member had individual strengths that when pooled together was key for project success.
8. Application of complaint response mechanism (CRM) during implementation was key for proper accountability and transparency.
9. Technical backstopping of the project by Office of the Prime Minister was instrumental in fostering quality assurance and control
10. Rigorous monitoring and technical backstopping UNDP, district staff, community leaders was key in identifying issues and ensuring redress while emphasizing value for money.

5.3 Lessons Learnt

1. Cash for Work activities should be identified with the help of local government structures and should contribute to the overall general development plan of the Sub Counties and Districts.
2. It is important to ensure coordination mechanisms are established within a consortium, especially to monitor and support reporting.
3. Encouraging youth participation is a way of involving them directly in the development of their communities.
4. Greater emphasis on visibility: the size of the signposts matters.
5. Careful selection of activity sites can reduce transactions costs and increase the impact of the actions as a package.
6. Increasing community ownership and sustainability requires integrated planning, budgets, time and capacities and is a paramount to the success of the action.
7. Successful Cash for Work strategies requires that the beneficiaries have participated in identifying and analyzing the disasters that affects them and how it can be addressed.
8. Building clear synergies with other programmes enhances strategic focus on resilience programming.

5.4 Way Forward

1. The success of previous vegetable growing projects can be leveraged with the construction of new sub surface dams, in order to further address food insecurity that affects communities in Karamoja, especially during the dry season.
2. Given that Karamojong society is based on pastoralism and that livestock represents their main livelihood, future programming should target the improvement in keeping livestock, in order to enhance and support Karamoja and their resilience capacity.
3. Based on the experience of this project, in order to increase the water availability during the dry season, future programming should invest in sub surface dams (it is proved that there is water in the sandy riverbeds of Karamoja even after months of dry spell) and rehabilitation of boreholes, an activity which has a very good cost-benefit ratio.

Part 6: Visibility/Branding

All project activities have been branded to acknowledge the donor and any other partners involved and to inform the community of the activity. During implementation, the project continuously supported the visibility of the donor and participating partners. Actions included the branding of equipment and infrastructure, and the acknowledgement of donor support on materials, promotional products, documentation and media engagement. In places where infrastructure projects were sited, clear branding showed the donor, implementing partner and any other stakeholders. This was done on permanent notice boards which will remain in place after the project. The project was officially launched by the Ambassador of Japan, the Minister for Karamoja Affairs and the UN Resident Coordinator / UNDP Resident Representative. The launch was attended by development partners operating in Karamoja, DLGs, and OPM representatives.

Part 7: Annex

Annex I: Photos snapshots from the program



Fig 21: Assistant Commissioner Disaster Preparedness in cap-OPM during Monitoring visits



Fig 22: Improving local chicken in Karita Sub County



Fig 23: Beneficiary with his completed pit latrine ready for use



Fig 24: Visits during surface dam excavation



Fig 25: Alady standing by rehabilitated surface dam sign post



Fig 26: Monitoring visits conducted jointly by Government, UNDP and Implementing partners.

Annex II: Implementation rate table

Intervention Area	Indicators	Target	Achieved	Rate	Variance description
Output 1: Critical water facilities rehabilitated and community risk reduction and climate adaptation initiatives supported and implemented ¹	Water Facilities rehabilitated	10	23	230%	
	Community risk reduction and climate adaptation plans produced	2	2	100%	
	community risk reduction and climate adaptation initiatives activities supported	30	30	100%	
Output 2: veterinary Services provided to drought-affected households/communities ²	Community animal health workers(CAHWs) tapped to assist in the provision of veterinary services	30	75	250%	
	Mass animal vaccination in the two district of Nakapiripirit and Amudat	287,824	287,824	100%	
Output 3: Effective management of programme implementation	Consortium Staff recruitment and deployment	10	10	100%	

¹ Most communities in the affected areas rely mainly on boreholes for water (91%). Under the project 11 boreholes were rehabilitated and currently functional. The rehabilitation of cash for work and direct cash transfer schemes has resulted to the functionality of identified water facilities and significant improvement in water supply capacity. The establishment and strengthening of the water management committee (WUCs) has continuously complemented the rehabilitation efforts by ensuring the maintenance of the water facilities and establishment of cost recovery mechanisms to sustain the service. The project has established underground water facility which has the potential to hold/store water for at least three month period which is appropriate to support people and their livelihoods such as livestock during the dry spell. In addition the project also expanded the capacity of other water sources that were established under European Union (EU) Project under NUSAF in the areas by increasing the capacity of four rock catchments from 180 cubic meters to 360 cubic meters.

² Community Animal Health workers are very vital as the first line support to pastoralist in the communities, under the project 75 CAHWs were involved in close supervision by the district veterinary team, they gained and shared knowledge on how to vaccinate and treat animals (Cattle and shoats). In addition the animal health interventions allows community members to be more involved in the delivery of animal health services while supplementing the existing capacity of the district local Government and Ministry of Agriculture, animal Industry and Fisheries in protecting animal herds against known and deadly animal diseases ravaging the sub-region.

Annex III: Assets

Assets	Holders (Custodian)	Quantity
Gas/electricity freezer-refrigerator	Veterinary Department of Amudat and Nakapiripirit Districts	4
Gas refilling	Veterinary Department of Amudat and Nakapiripirit Districts	4
Pangas	Beneficiaries' communities	34
Gas cylinder	Veterinary Department of Amudat and Nakapiripirit Districts	4
Regulator	Veterinary Department of Amudat and Nakapiripirit Districts	4
Gas pipe	Veterinary Department of Amudat and Nakapiripirit Districts	8
Gumboots	Veterinary Department of Amudat and Nakapiripirit Districts	80
Gverall's	Veterinary Department of Amudat and Nakapiripirit Districts	80
Rain coats	Veterinary Department of Amudat and Nakapiripirit Districts	80
Ice packs (1 litre)	Veterinary Department of Amudat and Nakapiripirit Districts	50
Claw hammer	Beneficiaries' communities	24
Hand saw	Beneficiaries' communities	12
Hand saw blade	Beneficiaries' communities	1
Hoe crocodile brand	Beneficiaries' communities	60
Handles for hoes	Beneficiaries' communities	120
Pick axe	Beneficiaries' communities	130
Pick axe handles	Beneficiaries' communities	80
Trowel medium size	Beneficiaries' communities	32
Carayas (motar pan)	Beneficiaries' communities	40
Spades metal handle	Beneficiaries' communities	24
Wheel barrow - unassembled	Beneficiaries' communities	24
1kg ball hammer with metallic handle	Beneficiaries' communities	20
Steel float with plastic handle	Beneficiaries' communities	20
Wood float/ factory made plastic material	Beneficiaries' communities	20
Plumb bob	Beneficiaries' communities	16

Shovels with metallic handle	Beneficiaries' communities	40
Hacksaw Colt or Eclipse brand	Beneficiaries' communities	16
Hack saw blade	Beneficiaries' communities	5
Hoe with handle	Beneficiaries' communities	90
Carayas (motar pan)	Beneficiaries' communities	90
Spades	Beneficiaries' communities	60
Wheel barrow	Beneficiaries' communities	24
Shovels	Beneficiaries' communities	90
Sisal roles	Beneficiaries' communities	12
Vaccine carriers (cool boxes) 60 liters	Veterinary Department of Amudat and Nakapiripirit Districts	1
Laptop Toshiba c55 with mouse	Implementing Partners	3
bag for laptop	Implementing Partners	3
Yamaha XTZ125	Implementing Partners	2
Helmet	Implementing Partners	2
Riding boots	Implementing Partners	2
Riding suit	Implementing Partners	2
Riding gloves	Implementing Partners	2
Tsetse trap	Veterinary Department of Amudat and Nakapiripirit Districts	200

Annex III: Interim Financial Report

Outputs	Major activities	Activities	Budget	Expenditure	Expenditure (%)
1. Critical water facilities rehabilitated and community risk reduction and climate adaptation initiatives supported and implemented	1. 23 water facilities rehabilitated	1.1. Conducting comprehensive assessment of water points	\$319,995	\$319,995	35.6%
		1.2. Determine of programme of work and bill of quantities for the rehabilitation of water activities			
		1.3. Establishment of beneficiary list			
		1.4. Rehabilitation work on non-functional water facilities through cash-for-work and direct cash transfer schemes			
		1.5. Establishment and strengthening of water management system committees			
	2. 2 community risk reduction and climate adaptations produced	1.6. Community mobilization and orientation on DRR and CCA	\$360,000	\$360,000	40%
		1.7. Formulation of community risk reduction and climate adaptation plans			
		1.8. Establishment of beneficiary list			
3. Community risk reduction and climate adaptation initiatives	1.9. Implementation of community risk reduction and climate adaptation plans through cash for work and direct cash transfers schemes				
2. veterinary services provided to drought-affected households/communities	2.1. 30 CAHWS tapped to assist in the provision of veterinary services	2.1.1. Organization of CAHWS and community mobilization for mass animal vaccination	\$40,000	\$40,000	4%
	2.2. Mass animal vaccination	2.2.1. Conduct of mass animal vaccinations			
3. Effective management of programme implementation	3.1. 1 finance/Project Assistant recruited and deployed	3.1. Development, approval and advertising of TOR	\$180,005	\$180,005	20.4%
		3.2. Recruitment and deployment of finance/Project Assistant			
		3.3. Procurement of office equipment and supplies			
		3.4. Identification and assignment of office space			
		3.5. Engagement of Implementing Partner			
Total (USD)			\$900,000	\$900,000	100%