



Funded by
Belgian Development
Cooperation (DGDC)



Implemented by
VSF Belgium



Implemented by
MADEFO

Karamoja Livestock Development Project - Phase I

End of Phase I Evaluation



FINAL REPORT

**Publix (Africa) Ltd.
NAIROBI, Kenya**

January 2011

Cover Photographs

Top Focus Group Discussion at Arengkeju

Bottom Water pan at Arengkeju

Acknowledgement

The End of Phase I Evaluation of Karamoja Livestock Development Project Phase I was commissioned by Vétérinaires Sans Frontières (VSF) Belgium.

The study was carried out by:

Mr. Silas Irea – Agriculture and Rural Development Consultant

The consultant would like to thank the staff of VSF-Belgium headquarters and Moroto for all their kind support throughout the period of this evaluation. The contribution of all those who so willingly responded to the interviews during field work – government officers, MADEFO, CAHW, local leaders and pastoralists - is also gratefully acknowledged. It is hoped that the findings of this report will lead to efforts that will improve the livelihoods of the intended beneficiaries and increase the effectiveness of government development efforts.

Disclaimer

The contents of this End of Phase I evaluation report reflect the opinions of the consultant, which do not necessarily correspond to the opinions of Belgian Development Corporation (DGCD), VSF-Belgium, Matheniko Development Forum (MADEFO) or their partners.

Publix (Africa) Ltd.
Management and Development Consultants
No. 4, 17th Kerarapon Drive
P.O Box 851-00502
Nairobi, Kenya
Tel: +254 20 3505094 / +254 722 751816
Email: smutea@publix africa.com
silasirea@yahoo.com

Nairobi
January 2011

TABLE OF CONTENTS

1. INTRODUCTION	1
1.1 Background	1
1.2 Evaluation Objective	2
2. EVALUATION SCOPE, FOCUS, QUESTIONS AND METHODOLOGY	2
2.1 Scope of the Evaluation.....	2
2.2 Focus of the Evaluation.....	2
2.3 Evaluation Criteria and Questions.....	2
2.4 Evaluation Process and Methodology	4
2.4.1 Evaluation Process	4
2.4.2 Evaluation Approach and Methods.....	4
2.4.3 Constraints to the Evaluation	5
3. RELEVANCE AND COVERAGE	5
3.1 Evaluation Questions on Relevance	5
3.2 Target Beneficiaries and Deriving Villages	5
3.3 Identified Needs Prior to Intervention.....	6
3.4 Major Current Needs	6
3.5 Relevance to the Mission of VSF Belgium.....	7
3.6 Relevance to Uganda National Development Strategy and Millennium Development Goals 7	
4. EFFECTIVENESS.....	8
4.1 Evaluation Questions.....	8
4.2 Workplan Implementation.....	8
4.3 Timeliness of Project Activities	9
4.4 Level of Achievement of Expected Results	9
4.5 Field Data on Expected Results	10
4.5.1 Water Department Activity Summary	10
4.5.2 Loputuk Water Pan	12
4.5.3 Arengkeju Water Pan	13
4.5.4 Acherer Water Pan	15
4.5.5 Pupu Parish	15
4.5.6 Improved Marketing of Livestock and Livestock products.....	17
5. EFFICIENCY	29
5.1 Utilisation of Funds.....	29
5.2 Utilisation of Human Resources	29
5.3 Monitoring, Evaluation and Supporting Activities	29

6.	IMPACT	30
6.1	Positive Influence	30
6.2	Negative Influence	30
7.	SUSTAINABILITY	31
	Result 1:	31
	Result 2	31
	Result 3	31
	Result 4	31
8.	APPRECIATION OF PROGRAMME BY THE BENEFICIARIES	32
8.1	Appreciation	32
8.2	Participation	32
8.3	Lessons Learnt and Recommendations for Future Interventions.....	33
9.	ANNEXES	35
9.1	Terms of Reference	35
9.2.1	Project Planning Matrix (Logical framework) for KLDP I	39
9.2.2	Project Planning Matrix (Logical framework) for KLDP II.....	41
9.3	Travel and Work Schedule	45
9.4	Sources	46
9.4.1	Resource persons	46
9.4.2	Literature.....	46
9.5	Interview Guide for the Beneficiary Communities (FGD)	47
9.6	Others	48

ABBREVIATIONS AND ACRONYMS

ASAL	Arid and Semi-Arid Lands
CAHW	Community Animal Health Worker
CD	Cooperative Development
CPM	Country Programme Manager
DCD-DAC	Development Cooperation Directorate
DGCD	Belgian Development Cooperation
DVO	District Veterinary Officer
EC	European Commission
ECHO	European Commission Humanitarian Office
FAO	Food and Agriculture Organization
KIDDP	Karamoja Integrated Disarmament and Development Programme
KLDP	Karamoja Livestock Development Project
LLC	Lokileth Livestock Cooperative
MDG	Millennium Development Goals
MLTA	Matheniko Livestock Traders Association
NBA	Nadunget Butchers Association
O&M	Operation and Maintenance
PFS	Pastoralist Field School
PM	Project Manager
PPR	<i>Peste des Petis Ruminants</i>
PRA	Participatory Rural Appraisal
RBA	Rupa Butchers Association
RD	Regional Director
RON	Regional Office Nairobi
ROSCA	Rotating Savings and Credit Association
SACCO	Savings and Credit Cooperative Organisation
TOR	Terms of Reference
UShs	Uganda Shillings
VSFB	Vétérinaires Sans Frontières
VSLA	Village Savings and Loan Association
WUC	Water User Committee

EXECUTIVE SUMMARY

Karamoja Livestock Development Project Phase I End of Phase I Evaluation December 2010

ES-1: Setting: The project KLDP I was funded by Belgian Development Cooperation and was implemented to address poor access to all year grazing, poor access to water, and poor access to animal health services in the sub-counties of Rupa, Nadunget and Katikekile in Moroto County, Karamoja, Uganda. These areas still have difficulties which could be addressed in future projects such as alcoholism/over-drinking, polygamy, insecurity, incessant drought/lack of livestock and domestic water, recurrent food shortages, widespread illiteracy, lack of gainful employment especially for the youth, lack of alternative income sources, and lack of business start-up capital.

ES-2: Objectives: The specific objective of the project was: Decreased vulnerability of livestock-based livelihoods to disease and drought. The objective of this End of Phase I Evaluation is to assess and document the benefits and impact of the KLDP on the social and economic status, welfare and livelihoods of the intended direct and indirect project beneficiaries.

ES-3 Work plan implementation: All activities in the work plan were addressed though there was general delay of some activities e.g. identification and technical assessment/survey of water pan sites. There was also a delay in conducting the baseline survey, delay in construction of water structures. The trainings of water committee were conducted in time once the water structure was in place.

Result 1: Improved access to natural resources

ES-4 Achievements: Rock catchments were developed at Musas; water pans built at Kodenyo, Tapac, Lopelipel; training of 15 committee members per pan for 4 pans was achieved; and women engagement in pan committees in the ratio 6 women to 9 men was adopted to assure gender balance.

ES-5 Community Participation and Contribution: Communities participated in project activities by fencing the water sources with thorny bushes, planting live hedges around the water points, constructing the inlet channel, and monitoring and control of water use i.e. ensuring that those who access the water point are contributors to the community initiative to construct and maintain the water point.

ES-6 Ability and willingness to pay for water: Ability exists but communities are generally unwilling to pay for water. There is need for proper control of water use and access to water points by assigned guards from among the community.

Result 2: Improved animal health

ES-7 Activities: The main activities conducted included vaccination, diagnosis and treatment of livestock, training of Community Animal Health Workers (CAHW) who are now able to earn an income from treating animals though they confessed that this activity cannot sustain a livelihood. This is because of the low charged for their services and communities do not take cases for treatment early enough leading to high mortality even after treatment. This discourages the herders. Dog and poultry diseases were not addressed in the project though they are prevalent and a problem to society.

Result 3: Improved livestock and livestock product marketing

ES-8: Group formation: Four (4) livestock trading groups were formed and registered or revived within the project period. The groups are made up of traders who are former cattle raiders. The traders are registered and issued with an ID to ease free movement through the largely armed forces patrolled Karamoja region.

ES-9 Status of groups: Matheniko Livestock Traders Association (MLTA) (is the umbrella organisation); Lokileth Livestock Cooperative (LLC); Rupa Butchers Association (RBA); and Nadunget Butchers Association (NDA) are all operating effectively.

ES-10 Challenges to livestock trading:

1. Accessing the communities as the district has very poor roads and in some places no roads at all to link the various communities. During the rains, it becomes impossible to cross swollen rivers as there are no bridges. During seasons of intense farm activity e.g. cultivation, planting etc. it is also impossible to gather pastoralists for training purposes.
2. Insecurity due to cattle-rustling.
3. Change inertia - there is general resistance to the cooperative idea among the people.
4. Loan default rates are high among men borrowers but women pay back their loans efficiently.
5. The nomadic way of life of the people means they are not in the same place all the time so that they can be accessed for training and other activities.
6. Movement in search of livelihoods such as to Lopelipel where there is limestone and marble mining. There is also gold mining by open casting in Rupa sub-county.
7. The current exercise of disarmament is driving people away as they are afraid of being arrested and tortured during the 'cordon and search' operations intended to produce illegal fire arms. Sometimes they are caught in their homes.
8. During periods of famine, people move away from their locales in search of food.
9. Illiteracy as most of the target population cannot read and write. They cannot therefore record their transactions and have always to ask someone else to read for them.
10. Competition has increased in the livestock trade as other ethnic communities want to share in the meat trade, among them the Teso and Bagisu.

Result 4: Support to local partners

ES-11 MADEFO: The main and official partner under this project was Matheniko Development forum (MADEFO) which has good experience working with VSFB. The finance manager's salary was funded under the project and since his employment accountability and finance reporting systems had greatly improved. There was however delayed formalization of the relationship in KLDP I. A Memorandum of Understanding (MOU) was eventually signed though it does not apply to KLDP II. Capacity assessment of MADEFO was conducted late into the project and only 2 MADEFO officers were trained in Excel.

ES-12 Impact: Peace has been created and sustained though a few killings and thefts of small stock occur. Water is available where collecting/storage structures are complete. CAHW are earning a reasonable income. Livestock traders' lifestyles are changing fast as a result of earnings from their businesses. There is free movement of people and livestock. Vibrant trade with Turkana of Kenya in food items and tobacco is thriving.

Recommendations for Sustainability

ES-13 Community Dialogue: Community dialogue meetings are sustainable only for as long as communities are willing to meet the costs of their own lunch when undertaking a community activity. This commitment should be sought for phase II of the project.

ES-14 O&M: Water structure operation and maintenance is sustainable if individuals assigned the duties of controlling water use are committed. This commitment can be guaranteed by giving them a token of appreciation or a fee. Without this, there is the possibility that the community will assume the position of "all are responsible" which often means that "no one" is responsible. Further, communities need their own implements to dredge silted up pans between the rains.

ES-14 CAHW Services: The survival of the CAHW and his/her kit depend on the market for their services. As numbers of animals dwindle because they have been stolen or have been driven away to distant protected kraals, the CAHW will lose morale. If the prices of drugs are maintained at very low levels meaning that the CAHW cannot replenish their kit from sales, the service will not be sustainable. There is therefore the need to educate the population about new drugs, new prices and the need to call a CAWH before the animal is too sick to survive even with treatment. A culture of paying for services must be inculcated.

ES-15 Livestock marketing can only thrive in a state of peaceful co-existence between different ethnic communities both within Uganda and with their neighbours in Kenya

(Turkana and Pokot). This will be assured by sustained dialogue between these communities. Then livestock will be available and can be moved without disturbance. There is great potential for this to continue as long as the leadership of the communities and the government are committed to disarmament, removal of criminal elements and peaceful co-existence.

Livestock and livestock trading as a business is also sustainable when prices are good, slaughter facilities are available and traders have the funds to sustain the trade. Involvement of traders in cooperatives and groups is a sign that the activity stands good chances of becoming sustainable.

ES-16 Collaboration: MADEFO has firm collaboration relations with CORDAID and VSFB. MADEFO should study carefully the recommendations made in the Capacity Assessment Report and respond to those that appear to be of immediate benefit and easily implementable. It has gained visibility in the area due to the many activities that it has undertaken in the area and has a good reputation. MADEFO is positioned to play greater roles in future in the development of Karamoja region as a whole.

1. INTRODUCTION

1.1 Background

Implementation of the three-year “*Karamoja Livestock Development Project Phase I*” (KLDP I) in Moroto district, Karamoja Region, Uganda, started in January 2008. The project budget of € 660,132 is funded by Belgian Development Cooperation (DGCD) with a 20% co-financing from Protos, a Belgian Non-governmental Organization (NGO). The project covers the three sub-counties of Matheniko County viz; Rupa, Nadunget and Katikekile. This area is typified by high poverty levels with 58.7% of the population living below the national poverty line against a national average of 37%; insecurity with rampant cattle rustling and infiltration of small arms from neighbouring war torn countries; marginalization in development with poor health, education and other social infrastructure; and high illiteracy rates of 89% against the national average of 33%. These characteristics contribute substantially to the noticeable lack of skills and high levels of unemployment. The intervention will indirectly benefit an estimated 14,000 members of local communities.

The aim of KLDP 1 is to improve the well-being of pastoralists in Moroto District of Karamoja region by reducing their vulnerability to drought. The project seeks to do this by improving access of pastoralists and their herds to natural resources (grazing and water); improving animal health through the implementation of a community-based animal health services delivery system; improving livestock and livestock product marketing through facilitating the formation of and providing capacity-building training to livestock marketing associations; and ensuring sustainability through providing support to strengthening the capacities of the local partner organization namely MADEFO, which is involved in project implementation.

It is expected that future phases of the project will expand to one additional district per year to eventually cover other parts of Karamoja such as Amudat (cross border); Kotido (north); and Nakapiripirit (south) which is the food basket for Karamoja region and a grazing area for four communities i.e. Pian, Bokora, Matheniko, and Pokot. In its expansion to other districts the project will maintain its thematic areas:

1. Livelihood protection and enhancement.
2. Conflict resolution and peace building to enhance reciprocal grazing and warrior transformation.
3. Natural Resource Management (NRM).
4. Animal health and production including poultry production.
5. Fodder and pasture restoration.
6. Income generation, enhancement of economic returns and spread of a quasi-money economy through marketing of livestock, livestock products and farm produce.

1.2 Evaluation Objective

The overall objective of this End of Phase I evaluation is to assess and document the **benefits** and **impact** of the KLDP on the *social and economic status, welfare and livelihoods* of the intended *direct* and *indirect* project beneficiaries.

2. EVALUATION SCOPE, FOCUS, QUESTIONS AND METHODOLOGY

2.1 Scope of the Evaluation

The evaluation presents an assessment and a documentation of the project's contribution to improving the livelihoods of the direct and indirect project beneficiaries. The evaluation also includes identifying the impact, changes, timeliness, coverage, appropriateness and connectedness of the project, highlighting key lessons learned in the current phase and making recommendations for improving the future structuring of similar interventions.

The Terms of Reference (TOR) for this evaluation are as follows:

1. Measure the extent to which the project's objectives to improve the social and economic status of households in the targeted areas have been achieved.
2. Provide VSF Belgium and donors with information on how the program interventions have contributed to livelihood security of the targeted households.
3. Verify indicators and indicator values in KLDP II Second Phase (2011-2013) proposal.
4. Inform future design of similar interventions by VSFB and provide the staff with a learning opportunity.

2.2 Focus of the Evaluation

The evaluation focuses on the *operational approach*, the *implementation process* and the *performance* of the project.

2.3 Evaluation Criteria and Questions

The TOR requires that the evaluation gives answers questions which address the European Community (EC) and Development Cooperation Directorate (DCD-DAC) evaluation criteria:

Relevance: The extent to which KLDP reflects stakeholder priorities and policy objectives, is consistent with beneficiaries' requirements, country needs, global priorities, partners' and donors' policies.

Effectiveness: The extent to which the programme has achieved its objectives or are expected to be achieved, taking into account their relative importance.

- Efficiency:** Have the objectives been achieved through use of the least costly resources possible? How economically resources/inputs (funds, expertise, time etc.) are converted to results.
- Impact:** The positive and negative changes produced by the programme directly or indirectly, intended or unintended.
- Sustainability:** The continuation of benefits from a development intervention after major development assistance has been completed. The probability of long-term benefits and the resilience of the risk of the net benefit flows over time.

In delivering responses to these evaluation criteria, the evaluation will respond to the following evaluation questions in the TOR:

Relevance and coverage

1. Did expected results fulfil the needs identified prior to the intervention? (relevance)
2. Do expected results meet the major current needs? (relevance)
3. Does the program cover the initially targeted population? (coverage)
4. Has the project appropriately targeted the right beneficiaries and the deriving villages? (relevance and coverage)

Effectiveness

5. Are the project activities timely implemented as planned? (effectiveness of work plan implementation)
6. Is the project on course to meet expected results? (effectiveness)

Efficiency

7. How are the resources being utilized in the course of project implementation so far? (efficiency)

Sustainability

8. Are the results of activities sustainable and to what extent? (sustainability)

Impact

9. What negative or positive End of Phase I influence of the project is already foreseen? (impact)

Appreciation

10. Finally, the evaluation should also assess the *appreciation* of the program by the beneficiaries as well as their *participation* at various levels of the project management cycle.

2.4 Evaluation Process and Methodology

2.4.1 Evaluation Process

The process of this evaluation was timed as follows:

1. November 15, 2010 – Initial preparations and document review in Nairobi
2. November 19-30, 2010 – Field work in Karamoja
3. December 1-9, 2010 – Preparation of Draft Report

The detailed itinerary is included herewith as Annex 9.2 and the reviewed documents in Annex 9.5.

2.4.2 Evaluation Approach and Methods

The evaluation team consisted of one consultant and officers from the implementing agencies (VSF Belgium and MADEFO) who accompanied the consultant throughout the fieldwork exercise. The consultant has wide experience in evaluations of partner-funded programmes and projects in the Eastern and Southern Africa region and particularly in Karamoja. His overall expertise fits well with this livestock economy intervention whose emphasis is on peaceful co-existence between traditionally hostile communities whose geographical positioning and physical resource endowments dictate that they must share the available natural resources, particularly water and grass, in order to survive in a delicate ecology prone to droughts and famine.

The first part of the evaluation was to review documents and reports relating to the design and implementation of the project. The field data collection exercise applied a participatory methodology using semi-structured interviews applied to groups of beneficiaries, stakeholders, implementation staff and partners. Participant observation was also used to assess water structures, abattoir and other physical developments associated with the project through physical inspection.

The study “Organizational Assessment and Capacity Building Plan for MADEFO”¹ was conducted by a different firm and their report was published within the course of this evaluation. They applied the following befitting methods in their evaluation:

- a) Scoping the assignment with VSF and MADEFO.
- b) Reviewing existing assessment reports and policy documents to identify gaps therein and ensure consistency with the objectives of the assessment.
- c) Individual in-depth interviews and meetings were conducted with MADEFO staff from all departments as well as board members where capacity needs of staff and the board were identified.
- d) Participant observation.

¹ Kigongo Aloysius, December 3, 2010. *Organizational Assessment and Capacity Building Plan for MADEFO*, Final Report.

Other than the statements of respondents which could introduce subjective bias, no other sources of bias are seen in this evaluation. Where such statements were made, the evaluation team used triangulation with written sources and other respondents to verify the facts.

2.4.3 Constraints to the Evaluation

There were no major constraints to this evaluation though the following minor issues are worthy of mention:

- The baseline report scheduled to be prepared at the start of project implementation was not prepared until May 2008. While it did not capture the situation before commencement of implementation of this project, this report contains some useful data that can be used for future planning.
- While the Ngkarimojong language was a barrier, the consultant had able project staff who spoke Karimojong and who accompanied the field teams wherever they went. No major hindrance to the evaluation can be said to have come out of this minor language hitch.

3. RELEVANCE AND COVERAGE

3.1 Evaluation Questions on Relevance

This section answers the following evaluation questions as contained in the TOR:

- a) Has the project appropriately targeted the right beneficiaries and the deriving villages? (relevance and coverage)
- b) Does the program cover the initially targeted population? (coverage)
- c) Did expected results fulfil the needs identified prior to the intervention? (relevance)
- d) Do expected results meet the major current needs? (relevance)

3.2 Target Beneficiaries and Deriving Villages

The target beneficiaries were identified in the project proposal as the pastoralists living in the three sub-counties of Matheniko County viz; Rupa, Nadunget and Katikekile. The project has focused its efforts on the target beneficiaries in these three sub-counties and has addressed the problems identified for the inhabitants of the deriving villages. While working with the target villages, the project's activities involved neighbouring villages especially in the peace efforts because of the need to create peace so that the target villages could move freely into the surrounding grazing areas. Water facilities developed in the target villages became accessible to their immediate neighbours as the peace efforts took root. Livestock trade is now resuming between these neighbours.

3.3 Identified Needs Prior to Intervention

The proposal identifies the following needs of the target population prior to the project:

1. Poor access to all year grazing
2. Poor access to water
3. Poor access to animal health services

This project focuses on satisfying these needs for the target villages by promoting peace dialogue between communities so that dry-season grazing in the hills inhabited by the Pian can be accessed by the lowland Matheniko. Access to water has been addressed through construction of water pans, while animal health has been improved by use of Community Animal Health Workers (CAHW). Water facilities in lowland Matheniko can be accessed other ethnic groups as well. These themes are still valid as the achievements of the project have not fully satisfied the identified needs.

3.4 Major Current Needs

The baseline survey gives the major causes and aggravators of poverty in the rural population of the project area as shown in Table 3.1 below.

Table 3.1: Major Causes and Aggravators of Poverty in Moroto District

No.	Identified problem	Need
1.	Alcoholism	Education on moderate drinking, create gainful employment to reduce idleness.
2.	Polygamy	Education on need for family planning.
3.	Insecurity	Create peace through dialogue and sharing of resources.
4.	Drought/lack of water	Natural resource management.
5.	Famine/recurrent food shortages	Crop production and optimal use of available land and water.
6.	Illiteracy	Education infrastructure.
7.	Lack of gainful employment	Train in entrepreneurship.
8.	Lack of multiple income sources	Diversification.
9.	Lack of business start-up capital	Promote cooperatives and groups so that members can borrow from them.

While many of these are general statements describing symptoms of the problem, they are useful pointers to the needs of the communities. For example, idleness due to lack of gainful employment may lead to a predilection towards imbibing alcohol. Drought and famine are but end results of poor environmental management and poverty. High levels of illiteracy may point to inadequate school infrastructure and a shortage of teachers; or that the population does not realise the need to take their children to school. An analysis of these themes will clearly show that the current needs of the community are multiple, and that they all contribute to the state of poverty in which the population finds itself.

3.5 Relevance to the Mission of VSF Belgium

The mission of Vétérinaires Sans Frontières (VSF) Belgium is to improve the welfare of vulnerable populations in developing countries through improving animal health and production. VSFB has had over ten years' presence in Karamoja and understands the plight of the pastoralists in the Karamoja cluster as a whole. VSFB has for a long time focussed attention on emergency interventions which are short-duration, but today it is involved in development initiatives. This means changing from 'doing it for those in distress' to 'encouraging intended beneficiaries through facilitation and training to do it on their own'. The Karimojong traditional cry of "akoro" or hunger should be discouraged as hunger can only be ended using the people's own efforts. Giving of food and other supplies can lead to a dependency syndrome which would be undesirable. This project therefore falls within the mission of VSFB and VSFB is well placed to implement it.

3.6 Relevance to Uganda National Development Strategy and MDGs

In its National Development Plan 2010/11-2014/15, Uganda aims to grow its economy at an annual average of 7.2% using a quasi-market approach to development. This means supporting a partial subsistence economy which fits the population of the project area, one that is barely emerging from a pure livestock-based subsistence economy. The vision of the development plan is "A Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 Years".² To achieve this vision for Karamoja region, it is planned to implement Karamoja Integrated Disarmament and Development Programme (KIDDP) which will among other things:

- Provide and ensure adequate security,
- Strengthen governance institutions to maintain law and order,
- Support the provision and delivery of basic social services,
- Support development of alternative forms of livelihood, and
- Undertake stakeholder sensitization and mobilization for optimal community participation.

These objectives are in line with the expected results of the KLDP and together they respond to the Millennium Development Goals (MDG) 1, 3 and 7 for eradication of extreme poverty, promotion of gender equality and empowerment of women, and ensuring environmental sustainability, respectively. From these perspectives therefore, the project is as relevant today (2010) as it was when it was first conceived three years ago.

² Republic of Uganda, (April 2010). *National Development Plan 2010/11-2014/15*.

4. EFFECTIVENESS

4.1 Evaluation Questions

This section responds to the following evaluation questions as it presents the attainment of the expected results:

1. Are the project activities timely implemented as planned? (effectiveness of work plan implementation)
2. Is the project on course to meet expected results? (effectiveness)

4.2 Work-plan Implementation

The current Project Manager (PM) reported in office in December 2009. Before then the position had experienced a rapid turnover of occupants and project activities had delayed. It has been reported that when the incumbent reported there was no systematic handing over as the outgoing PM had already left. Reporting procedures were unclear and project design documents were not immediately available. The VSFB Regional Consultant appeared to be unaware that the new PM would be reporting to him. This situation hampered a smooth transition and continuity of project activities.

It took up to April 2010 to obtain all the budgetary clarifications to enable the PM resume project activities. This was mainly because budget balances for Years 1 and 2 appeared not to have been carried forward to Year 3. While some budget lines indicated over-expenditure, follow-ups showed that no activities had been conducted under them. These clarifications were completed by September 2010 when project activities started in earnest. Most activities however, took off in October 2010 when the PM returned from a working tour of Southern Sudan.

The major weaknesses at this point were:

- a) Four sites for pans were identified in the first year but not surveyed or technically assessed for suitability. Some of those developed have been found to be poorly sited and might not hold water due to excessive seepage and small catchment.
- b) Study for new sites commenced on 25/11/2010 when the recruited consultant was engaged to conduct the study. This mission saw the consultant team which came to survey and conduct a technical evaluation of the identified sites.

Initially, VSFB shared office premises with MADEFO. It has been reported that since neither VSFB nor MADEFO had a project implementation collaboration policy, there had existed substantial confusion over who was in charge of MADEFO staff seconded to VSFB. The establishment of separate offices and the signing of a memorandum of understanding on collaboration have eased this situation.

Further, there were several work environment challenges relating to discipline in the office, work ethic and team spirit among the local staff especially where they appeared to be

politically aligned and well connected. Confidential information would leak and procurement rules breached through conniving. This has been addressed and a realignment of personnel is underway. Hopefully, this will improve the team spirit among the project personnel. It is important that project staff should adopt a culture of acceptance of diversity so that people from different ethnic communities can work peacefully with each other. This would curb potential for leakage of official information and possible misuse of resources.

Due to these teething problems implementation of the work-plan appears to have suffered substantial delays especially for Results 1 and 4.

4.3 Timeliness of Project Activities

There was a delay in conducting the baseline survey (Activity 1.1) which was scheduled for the first two months of the project but was completed in Month 5. Similarly the construction of water structures started only Year 2 instead of the scheduled Months 10-12 of Year 1. Besides, many of the identified sites were not properly analysed for suitability and no geophysical survey was carried out. Overall however, the trainings of water user committees (WUC) and CAHWs went on satisfactorily. The WUC were however formed after facility construction which tended to compromise ownership of the facility. Animal health activities – vaccination campaigns, treatment by CAHWs and community dialogues were conducted as scheduled. The technical assessment of the local partner was not conducted until towards the end of Year 3 when it was scheduled for Months 4-6 of Year 1. This is a serious breach as the results were intended to establish the strengths and weaknesses of MADEFO so that its capacity could be improved to meet the demands of the project. However, some training of two seconded MADEFO staff in use of Excel was conducted before the assessment was done. The NRM officer who was in charge of Result 1 came on board in November 2009 and without proper handing over, yet most of the activities are in Result 1. This led to inordinate delays in the implementation of activities under this result area.

4.4 Level of Achievement of Expected Results

Overall the performance of the various results can be rated as follows:

Table 4.1: Rating of Achievement of Expected Results

Result	Performance rating, %
1.	40
2.	80
3.	60
4.	50

The project planning matrix gives metrics for only some of the activities. The level of achievement of results is summarized in Table 4.2 below.

Table 4.2: Level of Achievement of Expected Results

Result	Status
Result 1: Improved access to natural resources	
1.1 Baseline survey for water and natural resources use	Conducted 3 months later
1.2 Community dialogue meetings at identified sites	Achieved
1.3 Identify and survey sites for water structures	Achieved at end Year 3
1.4 Community meetings to agree on water usage	Achieved
1.5 Train 12 water workers	Achieved
1.6 Construct water structures and monitor impact	Achieved 40%
Result 2: Improved animal health	
2.1 Community dialogue meetings to discuss livestock health system and selection/performance of CAHWs	Achieved
2.2 Train 20 CAHWs on basic health care and disease reporting tools	Achieved
2.3 Development of disease calendar with local CAHWs and DVO	Achieved
2.4 Design a schedule for vaccination and supply of drugs	Delayed
2.5 Conduct workshop to link CAHWs and private drug suppliers	Delayed
2.6 Conduct monitoring visits on animal health and technical support to trained groups	Achieved
Result 3: Improved livestock & livestock product marketing	
3.1 Conduct community dialogues to discuss marketing issues	Achieved
3.2 Support formation of marketing groups /cooperatives	Achieved
3.3 Capacity building training of livestock marketing groups	Achieved
3.4 Conduct workshop to facilitate linkage of livestock cooperatives marketing groups, traders and pastoralists	Delayed
3.5 Conduct early warning briefs to cooperatives groups	Achieved
Result 4: Support local partners	
4.1 Technical assessment of local partner organizations	Achieved end Year 3
4.2 Conduct course for local partners based on needs assessment	Partially achieved ad hoc

4.5 Field Data on Expected Results

Result 1: Improved Access to Natural Resources

4.5.1 Water Department Activity Summary

Partner: Ministry of Water and Environment, Moroto district.

Achievements:

- a) Rock catchments developed at Musas.
- b) Water pans at Kodenyo, Tapac, Lopelipel.
- c) Training of 15 committee members per pan for 4 pans.
- d) Women engagement in pan committees in the ratio 6 women to 9 men.

Nadunget sub-county

- 3 pans – Loputuk, Arengkeju and Acherer
- Trained all 3 water user committees
- Gender balance 8 women to 7 men on average
- Training carried out in water, hygiene and sanitation, communication for conflict resolution
- Training involved action planning, M&E, record keeping and accountability using an MOW training manual.

Rupa sub-county

1 water pan constructed and WUC trained.

Participation:

This involves mobilization and drawing of an agreement where the community contribution is often labour for excavation, sand, hardcore, fencing, tree planting. Community is paid for excavation.

Communities are sensitized about sharing water with the neighbouring communities whether or not they belong to the same ethnic grouping. Neighbours who want the water may be asked to contribute some labour or pay for their livestock to gain access to the water pan which often holds water for 6-7 months.

Challenges in the water sector:

1. The poor site of the pan at Tapac does not allow water to flow into the pan. Solution is to cut an inlet channel to lead runoff into the pan.
2. Population is generally lazy and wants everything for free. They need repeated refresher training to dispel the view that they must be assisted in order for them to make any progress.
3. Most authority is vested in the LC1 and the chairman of the water committee. It has been noticed that politicians' activities and pronouncements often interfere with development efforts and have a disruptive effect because politicians claim that they brought the development.
4. Rural transportation is very difficult as there is no public transport and people have to walk long distances to the shopping centres e.g. Moroto. Government has allocated motorcycles to field staff to deliver technical services. They have also appropriate manuals used in the training.

Direct beneficiaries: There are over 1,000 head of cattle in Nadunget and Katikekile in Loputuk parish. Since there is now free travel between these and the communities around, it is to be expected that livestock trade will thrive and benefits will be realised by the target communities.

4.5.2 Loputuk Water Pan

The Focus Group Discussion at Loputuk was attended by 33 community members among them 4 women. Present were also the pan executive committee members including:

Chairman – James LOREGA

Secretary – Teresa AMATUM

Treasurer – Lochuge LOKWADON

Contribution of Communities in the development of the water pans:

1. Fencing with thorny bushes
2. Planting live hedge
3. Construction of the inlet channel
4. Monitoring and control of water use

Required: A cattle trough so that cattle can drink away from the pan. The group has plans to construct one but require support in form of cement, sand, pipes and in their turn will contribute labour.

The pan serves all the villages around Loputuk and some cattle come from much further now that there is peace. The women of the village can also access firewood and wood for house construction from the hills because there is free movement due to the availability of water.

There is no similar facility within a radius of over two kilometres. An older one close by has failed because it is silted up and the villagers have no equipment or support to dredge it.

Domestic water: There are two boreholes with hand pumps for domestic water supply. When the livestock water pan dries up, they have to share the borehole water with livestock. The borehole has been slightly vandalised and the community has no tools to replace the missing nuts and bolts. However, the trained village borehole attendants can collect tools from the church mission compound, use and return. They have not done this yet.

The pan took three months to build and measures about 25m width by 35 m length. Excavation was done by hand with tools and implements provided by the project. Later these were taken away though they are required for purposes of repair and maintenance of the facility.

The population has very few animals because most have been stolen during raids especially by people from one neighbouring community. For this reason there is resistance to sell or slaughter livestock for food even during times of severe famine.

Appreciation: Community expressed great appreciation for the support from the project. They asked whether they could be supported to desilt and recover the pan which is silted up.

Willingness to pay for water: Community members are not willing to pay for water use and this is not easy to enforce unless pan caretakers have a uniform to identify them as they guard the water pan. This way they can demand that all livestock owners pay for the use of the pan. There is no fee either for using water from the boreholes. There is no source of funding therefore for operation and maintenance (O&M). This threatens the sustainability of the initiative.

Peace: Community members have attended several peace meetings with neighbouring communities but are not in good terms with some of them. They have expressed interest to meet with the Bokora and Pian from the mountains. The Pian are known to sustain a culture of stealing from the Matheniko at night despite the relative calm during daytime. The Bokora come to steal chicken, mosquito nets, and money especially from local brewers, and relief food whenever they know that it has been distributed. From these reports, it appears that there is organised crime in these communities and not just raiding because one is raiding a different community. When they come for “lonetia”, the Bokora name for mosquito net, they have been informed that these have recently been issued. Villagers are convinced that this is organised crime which the government should try to curb.

Reciprocal grazing rights: There are reciprocal grazing rights in place as the community can take their livestock to Nakonyani in Pian and are buying livestock from there to restock their area and to sell to Moroto.

4.5.3 Arengkeju Water Pan

The meeting was attended by 80 villagers among them 36 women. They have a pan committee of 15 person 6 of them women with the executive made up of

Chairman - Lokoru APAOKWARKWAR

Secretary – Charles LOGIL

Treasurer – Machap KOKOI (Mrs)

Peace: Of those present 13 had attended peace meetings called between the Matheniko, Bokora, Pokot, Jie and Pian. A recent meeting agreed that:

1. There shall be another meeting to be held in the grazing area (Nakonyani) in Pian soon.
2. All communities to use the grazing area freely.

Some people had already gone to purchase oxen at the Pian market and had returned unharmed.

Way forward: More and frequent consultations between the different ethnic communities are required for the existing peace to last.

Benefits: People are earning more and livelihoods have improved as one can freely move to sell tobacco, sorghum, livestock (especially shoats) and chicken to Moroto. One can also buy these from the Pian who have more livestock and sell in Moroto. There is free movement between many of these communities – one can travel even to Pokot and sell goods there.

Danger: Used to buy crude waragi from Kangole but this is no longer possible because of the insecurity with the Bokora.

Sustainability:

For these initiatives and the status quo to be sustainable:

1. Training the people on how to hold peace dialogues has been of great advantage to the people as they can now hold fruitful dialogue.
2. The project has contributed immensely to the creation of peace and free movement. Because of this free movement there has been intermarriage between the communities which cements good relations even further.
3. The youth must be occupied so that they do not entertain ideas about raiding other communities for livestock. Economic activities must be found in which they can be engaged. The very young should go to school and the older ones should be farming.

Not done right:

1. When excavating the pan an officer in charge deducted US\$ 12,000 from each of the 20 persons doing the work which was never returned.
2. Man was supposed to bring a bull to have pan cleansed but according to the villagers the pan continues to cause death, abortion and madness due to the evil spirits that dwell in the water because of this act of deceit.

Domestic water supply: There is one borehole which is not sufficient for the entire village and the soldier detachments who guard the community against raiders.

Unsatisfied needs:

1. Crushes where cattle can be treated.
2. Livestock drinking troughs.
3. Dispensary as Loputuk is far away and one can only walk. It is important and necessary to train some villagers and issue them with first aid kits.
4. Tools for desilting the pan. All they used to construct were taken away to Loputuk and Kodonyo.

Benefits and appreciation: Project has brought water, trained CAHW and given them veterinary kits. Community is happy with the project.

4.5.4 Acherer Water Pan

The meeting at Acherer was attended by 25 people among them 6 women and a few youth. The pan executive committee is made up of:

Chairman – Peter Lokamar

Secretary – Raphael Teko

Treasurer- Betty Nangiro

Problem: The greatest problem that the village has is insecurity as diggers of the pan have to be guarded as they excavate. The pan is about 25m x 35 m and payment for work done will be made at completion of the excavation within the next two days after this visit.

Participation: The main contribution of the villagers is fencing. This will be done after completion of construction. The pan will serve even the Pokot and the Pian. Enemies who raid and take away cattle are known to come from Nabulot (Bokora).

Result 2: Improved animal health

4.5.5 Pupu Parish

The community selects persons with good potential as CAHW who are then trained on animal health including:

- Vaccination
- Drug identification
- Disease symptoms and diagnosis

After the training the CAHW are issued with a free treatment kit. They charge for treatment on basis of dosage, e.g. 25 ml for UShs 2000 to treat *peste des petis ruminants* (PPR). Generally the VSFB veterinary officer has set the price for the various dosages of the drugs. The charges are too low and replenishment of the kit a big problem. CAHW admitted that they sometimes treat animals on credit but this for persons they know well and who are unlikely to default on payment. When drugs are about to expire, they are sold to the Turkana across the border, a 2-day walk from the served villages. Payment by the Turkana may be made in cash or in kind (goats, cattle, food etc.). The service is greatly appreciated by the communities.

Benefits:

- a) CAHW able to obtain an income and educate children. One has started a chicken rearing project using these funds.
- b) Community gets quick service for livestock treatment as drugs and attendant available in the village.

- c) CAHW gains skills by training and passes these on to others in the village. This was rated as the greatest benefit of the CAHW programme as these skills are spread among this generally illiterate population.
- d) CAHW are able to treat their own cattle and some have trained their children to do so.

Challenges:

- Activity not sustainable because of low charges for services rendered.
- No means of travel as CAHW has to walk. Bicycles are needed for travel to Moroto and distant villages in the service area.
- There is great insecurity especially due to invasions by people from Kotido (Jie).
- Water shortage as livestock and people share the few available boreholes.
- Diseases of poultry and dogs have not been addressed in the training and composition of the kit.
- Selling price adjustments are impossible as communities are used to one price while the buying price of the drugs keeps increasing.
- Communities are illiterate and used only to particular drugs which they identify by the packaging colours and shapes. There is need to educate communities on different versions and packages of the same drug. Drug companies should send extension staff to educate communities when they introduce new drugs and packaging.
- Often livestock owners do not call for treatment until the animal is too sick to survive.
- Communities are used to free services and are often reluctant to pay for services.
- There is need for fast and easy communication among the various villages for flow of information about sick animals to be received quickly. Since there is mobile network in the area, mobile phones would be an appropriate method.
- Some livestock owners not able to afford the drugs and just let the livestock die.
- Insecurity has caused livestock to be moved to protected kraals where army detachments are stationed. This takes away the milking animals and milk is unavailable from homes. The Pokot, Pian, Jie and Bokora pose the greatest threat to security.
- Frequent famine due to crop failure. The evaluation was conducted during a time of great famine.
- The market for the drugs held by the CAHW is often too small for the CAHW to make a living out of treating livestock. Therefore some drugs take too long before they can be sold.
- There is no appropriate storage for the drugs as the kit is a simple bag. Vaccines and drugs that require cold chain storage cannot be maintained within these communities.

Table 4.3: Interviewed CAHW

No.	Village/Parish	CAHW	Male/Female
1.	Pupu	Namakai Nayep	F
		John Loyolei	M
2.	Akuapua	Sabina Kubal	F
		Epetangiro Lokauwa	M
3.	Kaloi	Maria Otiang	F
4.	Kopoe	Losike Apamwe	M

Result 3: Improved livestock and livestock product marketing

4.5.6 Improved Marketing of Livestock and Livestock products

4.5.6.1 Introduction

The Ugandan government is again looking to the cooperative model to improve farmers' incomes. The government, through its ambitious 'prosperity-for-all' programme encourages subsistence farmers to set up savings and credit cooperatives which will later attract state funding. It has so far committed 20 billion shillings (\$10 million) to the project.

Fred Mwesigye, the commissioner for cooperative development, said the government will remain on the periphery. "The government will only help them build capacity to improve marketing of farmers. The strategy has worked and some of the cooperatives that started small have grown big," he says.

The Uganda Cooperative Alliance is training small farmers to organise themselves into groups with a collective voice. "We want to develop a marketing system that is relevant in a liberalised economy," says Leonard Msemakweli. "The best way to fight poverty is to deal with organised groups of people."

The organisation started out with eight savings and credit cooperatives in 1998 but it has grown to more than 700 societies. "We have learnt from our past mistakes," says Msemakweli, "The cooperative model was mismanaged but it does not mean it is bad."³ It is against this background that this project formulated Result 3 on "Improved livestock and livestock product marketing".

4.5.6.2 Conduct community dialogues to discuss marketing issues

There has been continuous peace dialogue in Katikekile. Several exchange visits between communities have been conducted but there is need to extend this programme to the newly-created districts such as Napak which has existed since July 1, 2010.

³ Godwin Muhwezi-Bonge at <http://www.panos.org.uk/?lid=26160>, reported on 28 January 2009.

Peace negotiations have been consistently conducted and get-together events have taken place including:

- exchange visits
- peace marches
- meetings with the Matheniko, Jie, Pian, Bokora, Pokot and Turkana – 4 have been held at Alamai, Kosiroi, Naitapace and Nakiloro next to the border with the Turkana.

Agenda:

Meeting agenda is mainly grazing rights, treatment of livestock against disease and freedom of movement without attacks on people, raids and theft of livestock. Meetings are attended by 300-1000 persons and bulls are slaughtered as part of a common lunch feast. Sponsorship of the meetings is by VSFB.

Challenges:

Some criminal elements are still active and they have recently stolen 13 calves from Tapac and taken them to Acherer. Others stole 9 goats from Musupo but two of them were arrested. It is generally believed that these are purely criminal elements whose activities are against the dictates of the elders of their communities.

Way Forward:

- a) To organise a large gathering at Nakiloro on the border with the Turkana to bring together the Tepeth, Turkana and Matheniko communities so that they can agree on the common use of the permanent River Nakiloro.
- b) Conduct a sustained campaign to rid the population of illegal guns. A proposal has been prepared by ten elders from the different communities to seek funding for this exercise. The people are generally in agreement that the illegal guns held within the communities pose a great threat as raids would be difficult to eliminate while people are armed.

4.5.6.3 Support formation of marketing groups /cooperatives

Livestock marketing groups have been formed and they are engaged in buying and selling of livestock in Tapac and other areas. A livestock market has been established at Nakiloro on the border with the Turkana of Kenya so that the Turkana can bring their livestock there for sale. The Karamojong have a preference for Turkana bucks.

Livestock marketing groups have been formed each with 20-30 members who are reformed cattle raiders:

Musas	-	1
Tapac	-	1
Lopelipel	-	1
Musupo	-	1

To ensure that group traders are allowed free movement with their livestock, they have been issued with a special identity card signed by the administration which they show to the patrolling army detachments and other authorities so that they are not mistaken for cattle rustlers.

Women and youth groups have been formed each with 20-30 members and these meet every Saturday to contribute into the share capital kitty and borrow from the same. They maintain their deposits in a deposit box at a school or church as banking facilities are not available in the villages. They have been registered as Village Savings and Loan Associations (VSLA).

In addition to these registered groups, women maintain Rotating Savings and Credit Associations (ROSCA) in the villages. This is more prevalent in South Division where brewing marwa (local sorghum brew) is the main women's income generating activity.

Karachona Youth Group's main activity is to procure the local liquor (waragi) from Moroto and sell it in the villages. The following Savings and Credit Cooperative Societies (SACCO) were formed earlier but have grown more active with the involvement of the project. Each has a membership of 300 – 500 members:

- Tepeth SACCO – Active in Katikekile.
- Nadunget SACCO – Active and with a startup capital of 10 million.
- Moroto SACCO – active in Moroto town and has a start-up capital of US\$ 100 million.
- Kipturkai SACCO – active in South Division and has a start-up capital of US\$ 10 million.
- Rupa SACCO – registered but not active.

The project applies the following method for cooperative formation:

- Sensitization and training
- By-laws are drafted and signed
- By-laws are forwarded to the Commissioner of Cooperatives
- Commissioner issues a temporary or permanent registration certificate depending on the degree to which the requirements have been fulfilled.

4.5.6.4 Case Study: Nadunget Butchers' Association

It was formed in 1998, became very active in 2007 and currently has 160 members of which 68 are active members among them 5 women. The men members are reformed warriors who have laid down their arms and now live in harmony with the Pokot and the Turkana of Kenya. The cooperative has been linked to the national SACCO movement and has been advanced US\$ 100 million as basic capital. Over and above the membership fee of US\$ 10,000, members also regularly contribute US\$ 3,000 monthly each which must be remitted before the 7th day of the month. At the time of this evaluation the association had US\$ 3.6

million in the bank from which they could borrow for their trading activities. The livestock association is also registered as a cooperative and can buy and sell livestock across borders.

The activities of the members include buying and selling of livestock and cereals and running a flour mill. They have been trained through the project on how to conduct trading in livestock and livestock products, and to keep records though the majority of the members are still illiterate. Members are loaned a maximum of UShs 100,000 which they repay after 2 months with a 10% interest (i.e. as UShs 110,000). Of the 13 loans so far advanced, 8 are in arrears mainly for reason of traders' livestock being stolen in cattle raids. In such circumstances, the association allows the affected traders to repay in small instalments. The association management portrayed a strong desire and firm leadership in the management of their revolving fund. Prices reported of the various livestock are shown in Table 4.4 in UShs.

Table 4.4: Indicative pricing of livestock for slaughter in Moroto, November 30, 2010 (Uganda Shillings)

Animal	Medium	Large	Abattoir charge	Dressing
Goat	40,000	130,000	3,500	1,000
Sheep	30,000	70,000	3,500	1,000
Steer	400,000	800,000	6,500	6,000

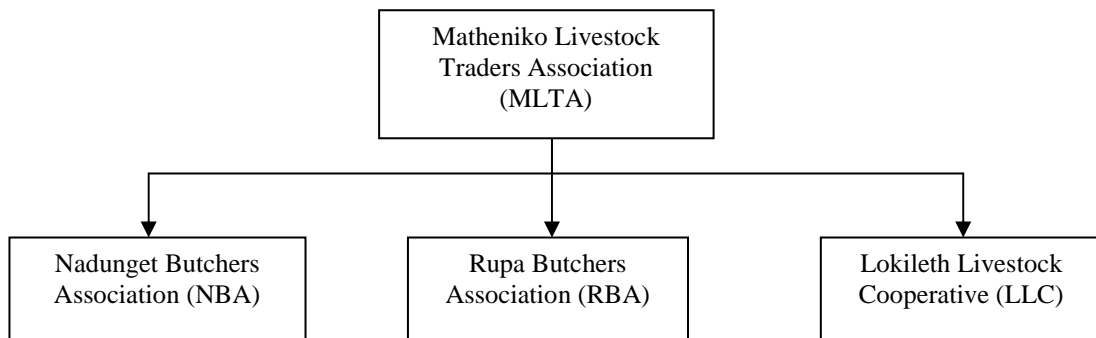
Indicative gross margins are about UShs 5,000 per shoat and UShs 30,000 per steer.

Some of its members have been to Mbale on an exchange visit where they were exposed to livestock trading. Through their instigations, the slaughter house they use in Moroto has been greatly improved through Cooperative Development (CD) Foundation assistance by installing rails and hooks for moving livestock carcasses. The structure of the cooperative movement in the project area can be sketched as shown in Figure 1 where MLTA represents the structure at the County level as the umbrella organization of the three sub-county level associations.

They reported that the proceeds they obtain from their trading go into education for their children, food for the family, housing using modern materials (corrugated iron/tin roofs etc.), purchasing sorghum for resale and general expenses.

The association needs more funding so as to lend to progressive traders and means of transport to enable them collect livestock from the villages. Currently all market-bound livestock has to be walked often for tens of kilometres.

Figure 4.1: Current status of Livestock Marketing Groups/Cooperatives



4.5.6.5 Capacity building training of livestock marketing groups

Capacity building training has been conducted with focus on book-keeping, integrity in leadership and honesty in running public affairs, accountability and use of funds obtained from trading. Some of the members of the trading groups have constructed semi-permanent residential and commercial structures within Moroto municipality. The change in the life styles among the reformed warriors has attracted more warriors to lay down their arms and adopt a new life-style as reformed persons. The trained group members are preaching peace among the communities so that livestock trade can thrive.

4.5.6.6 Conduct workshop to facilitate linkage of livestock cooperatives marketing groups, traders and pastoralists

Traders have conducted exchange visits – have been to Lodwar and Lake Turkana to see how communities there conduct their affairs.

Members of these cooperatives can access loan funding from their cooperative and use it to trade in livestock. Ordinarily, livestock is procured in the market place in the presence of the LC1 who certifies the origin of the livestock as some could be stolen livestock. Certification means issuance of a letter stating that these cattle have been legally acquired and that their source was a genuine seller. This tracking system where both the seller and the buyer must have a certificate of origin is operating in the entire project area.

4.5.6.7 Conduct early warning briefs to cooperatives groups

Early warning briefs are conducted for:

- Paying back of the cooperative loans as some borrowers tend to forget when the instalments payments are due. Delays in remitting repayments leads to accumulation of interest which makes it difficult for the borrowers to repay.
- Raids – as some of the traders may be caught with their livestock which are then taken away in the raid. Several members have lost their livestock this way and have been unable to repay their loans as scheduled.

Challenges:

- Accessing the communities as the district has very poor roads and in some places no roads at all to link the various communities. During the rains, it becomes impossible to cross swollen rivers as there are no bridges. During seasons of intense farm activity e.g. cultivation, planting etc. it is also impossible to gather pastoralists for training purposes.
- Insecurity due to cattle-rustling is a serious problem.
- Attitudes – there is a general resistance to the cooperative idea among the people.
- Loan default rates are high among men borrowers but women pay back their loans efficiently.
- The nomadic way of life of the people means they are not in the same place so that they can be accessed for training and other activities.
- Movement in search of livelihoods such as to Lopelipel where there is limestone and marble mining. There is also gold mining by open casting in Rupa sub-county.
- The current exercise of disarmament is driving people away as they are afraid of being arrested and tortured during the ‘cordon and search’ operations intended to produce illegal fire arms. Sometimes they are caught in their homes.
- During periods of famine, people move away from their locales in search of food.
- Illiteracy as most of the target population cannot read and write. They cannot therefore record their transactions and have always to ask someone else to read for them.
- Competition has increased in the livestock trade as other ethnic communities want to share in the meat trade, among them the Teso and Bagisu.

4.5.6.8 Challenges faced by the Veterinary Department

- Drought leading to movement of livestock and making it difficult to keep track of their location.
- Insecurity making movement of technical staff difficult.
- Rough terrain that makes it impossible to reach some villages where livestock for sale may be available.
- Shortage of professional veterinary staff at VSFB and the district office.
- Logistics as the district office has to depend on the VSFB for transport and other logistics to make monitoring visits to the sub-counties.
- Low government funding and therefore unavailability of funds for facilitation of trainings etc.
- Long periods needed for people to change their attitudes to embrace livestock culling, selling and trading as they have always viewed livestock as wealth.
- Access to water and pasture throughout the year is a major challenge. Livestock movement in search of these is an inevitable disruption to veterinary activities.

4.5.6.9 Recommendations

- Project activities should expand to other districts such as Napak where the private sector has been active with the support of CARE international who have sensitised communities about the need for cooperatives. CARE has also provided metal savings boxes and are credited with introducing VSLA in the area.
- More intense exchange visits are necessary. It is proposed that these should be organised with communities in Kitale, Kenya so that the Karimojong can learn from the Kenyans.

Result 4: Support to Local Partners

Result 4: Support local partners

4.5.7 Local partner organizations

4.5.7.1 Partner Network

The project has established a wide network of local partners who include:

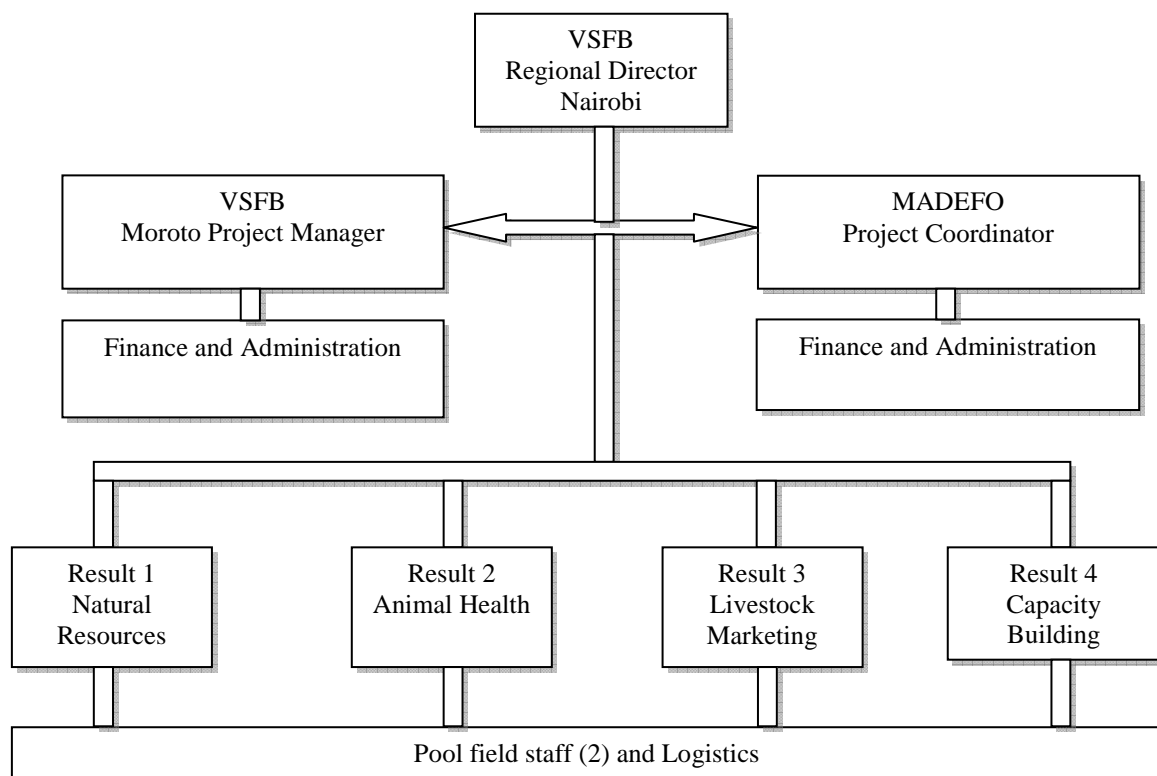
- Protos – This is a Belgian NGO which is funding 20% of the entire project budget for 18 months from December 2008 to May 2010. A Protos monitoring mission visited the project in March 2010.
- Joint Efforts to Save the Environment (JESE) – Involved in joint training in water and sanitation. JESE is a partner with Protos on projects in Port Portal, Uganda. In October 2010, JESE submitted a proposal on Capacity Building Support in Water and Sanitation Training to VSF in Moroto. They have participated in several trainings though no formal arrangement exists between the partners.
- Government Departments - Water, Production, Commercial, Cooperatives, SACCO groups and marketing groups
- Chief Administrative Officer (CAO) – All NGOs operating in the area are bound to report to the Assistant CAO; district disaster management committee (DDMC) which is made up of all the NGOs, civil society organizations, UN agencies, societies, government departments with UN-OCHA taking the lead though is in the process of pulling operations out of the region and only 2 of its staff members are on the ground. No meaningful meeting has been held over the last four months.
- FAO – involved in supply of livestock drugs and vaccines.
- PACT Kenya – Through their PEACE II programme are engaged in peace initiatives along the border with Kenya where they fund Peace Dividend projects aimed at encouraging sharing of natural resources among neighbouring communities.

- MADEFO – this is the main partner. To strengthen its operations and acceptability among the catchment communities, it is important that their staff recruitment maintains ethnic balance. Currently VSFB pays the salary for the Finance Manager. He was recruited nationally through CORDAID who are a bigger financier of MADEFO projects. It is expected that this position should be effective in financial control. The main difficulty has been delays in reporting by MADEFO and release of funds by VSFB Nairobi to MADEFO to carry out its allocated activities.

The project is currently exploring possibilities for partnership with:

- Oxfam – are operating in Kotido and engaged in pastoralism policy development and natural resource use. As the project expands towards Kotido, there is need for a wider spectrum of partnerships.
- WFP – now shifting emphasis from giving food to supporting crop production through issuing of planting materials (cassava cuttings, sorghum seed etc.)

4.5.7.2 VSFB and Project Organization Chart – VSFB



VSFB Assets:

- 1 pickup double cabin truck.
- Computers, printers etc.
- Own rented office premises

- Internet connection via VSAT

Problems:

- Many of the printers are unserviceable
- Very expensive to use vehicles for hire especially in periods of intense field work
- Sometimes hired vehicles unreliable and may delay scheduled activities

Initial preparation:

- Communities not well prepared for the project
- Community participation obtained only after mobilization exercise
- Community not involved in selecting the intervention areas and planning the project
- The elite among the community suspected to engage in unlawful acts such as organizing raids out of which they obtain cattle and sell.

4.5.7.3 Exit Strategy

- i) Already prepared. The strategy envisages the following:

Short term strategy

- To accelerate implementation activities which have been delayed for more than one year and gradually but urgently to hand over the responsibility of the project from VSFB to MADEFO.
- Enable the two organizations to harmonize and implement more effectively their operations relating to current and future projects.

Long term strategy

- To strengthen the institutional capacity of MADEFO for effective project management. This should be guided by the capacity assessment report findings.
- To promote and sustain project activities in terms of benefits to target beneficiaries.

Key Aspects to be handed over to MADEFO

Activities will be implemented according to the project document. The handover of activities will be carried-out step-by-step and component by component.

- Result 1: Lead by VSFB with staff from MADEFO
- Result 2: Initially lead by VSFB with staff from MADEFO. Later hand it over entirely.
- Result 3: MADEFO to take lead
- Result 4: Management – VSF-B

The activities will be reviewed before implementation by clearly defining all activities with milestones and measurable indicators. Regularly during the implementation, the activities will also be reviewed prior to final handover of the project to MADEFO. This will be conducted by staff of the two organizations with support from suitable resource persons.

- ii) A recent initiative to brand cattle by using a radio detectable bolus has been launched by the Minister for Karamoja Affairs and is already underway to cover the first 200,000 head of cattle.

4.5.7.4 Matheniko Development Forum (MADEFO)

MADEFO has its own office compound and has collaborated on KLDP I implementation for the last three years. At first the nature of collaboration was unclear but later a Memorandum of Understanding was developed that gave clear stakes to the partners. MADEFO has collaborated with VSFB before with the Karamoja Livelihood Support Programme (KLSP) during 2007-2008 for 24 months. Many challenges were noticed then including:

- a) Difficulties in reporting
- b) Poor finance management

Collaboration was a good teaching experience for MADEFO.

Table 4.5: MADEFO Staffing Levels

No.	Position	Filled	Incumbent Qualifications	Terms	Up to
1.	Programme Coordinator	√	Dip. Admin. & Dip. Conflict Mgt.	Contract	Sept. 2011
2.	Finance Manager	√	B.Com. Fin Mgt.	Contract	March 2011
3.	Accountant	√	UDBS	Contract	Sept. 2011
4.	Admin. Assistant	√	Cert. in Stenography	Contract	Sept. 2011
5	Livelihoods/ Disaster Risk Reduction Officer	√	BA SS	Contract	Sept. 2011
6.	Community Development Officer	√	BA Micro Finance	Seconded to VSFB with ICRD project	June 2010
7.	Community Dialogue and Training Officer	√	BASS	Seconded to VSFB with ICRD project	June 2010
8.	Water Resources Officer	√	Dip. Water Engineering	Giving support to ICRD and KLDP	Dec.2010
9.	Livestock Extension Officer	√	Dip Animal Husbandry	On an upgrading degree course in Animal Science	Not determined
10.	Community Field Assistant – Nadunget Sub-county	√	Dip. SWASA	Not regular	
11.	Apiary Development Assistant	√	‘A’ Level with trainings in apiary	Contract	Sept. 2011
12.	Community Field Assistant – Rupa Sub-County	√		Contract	Sept. 2011
13.	Driver	√		Temporal basis	
14.	Security Officer 1	√		Contract	Sept. 2011
15.	Security Officer 2	√		Hired Feb. 2010	Not determined

Shortcomings:

- a) Capacity assessment of the MADEFO conducted towards the end of the project instead of the beginning.
- b) Intervention not well articulated at the beginning as roles and responsibilities were unclear.

The key role of MADEFO is to support local initiatives intended to improve livelihoods. KLDP was drawn towards the end of KLSP and was intended to commence in 2008 but was not possible due to the very high turnover of senior staff at VSFb Moroto office. However MADEFO was steady all this time.

KLSP MOU with MADEFO was not elaborate and implied a Junior/Senior partner relationship. Negotiations on an appropriate relationship with KLDP took one year to finalise. It was signed in April 2009 and implementation of activities started in August 2009.

Problems:

- a) Partner was not consulted or involved in any way in the development of the proposal
- b) MADEFO allocated on € 39,000 over a 3-year period sufficient only to meet the budget for staff (60%) and administrative costs (40%).
- c) Budget though allocated was not shifted to MADEFO for control and accountability but instead is accessed from VSFb regional office as a recovery drawing.
- d) Remittances are often late and have often caused delays of planned activities.
- e) MADEFO leading mainly in Result Area 3 which is marketing of livestock and group development.

Benefits for the partnership:

- a) Staff gain is proficiency: Skills development in project planning, budgeting etc. because of involvement in activities.
- b) Water sector activities that had all along remained outside the sectoral operational area of MADEFO have been included. Capacity has been developed in this sector.
- c) Visibility in the project area.

Earlier challenges:

- a) Poor communication between the leadership at MADEFO and VSFb.
- b) MADEFO staff seconded to VSFb became more answerable to VSFb instead of their original employer.
- c) VSFb poached some staff from MADEFO so weakening the organisation.
- d) Bureaucratic delays in decision-making at the VSFb Nairobi office delayed activities.
- e) Financial management was weak but now a Finance Manager whose salary is fully paid by the project is stationed at MADEFO.
- f) Both MADEFO and VSFb did not have a partnership policy and this is now in its formative stages.

- g) **Budget:** Only € 9,000 for excavation of 6 water pans and this is not realistic. So far only 3 completed and budget is exhausted. Cost estimated should be € 6000-7000 for each water pan.
- h) Practice of secondment of staff not mutually beneficial because MADEFO is withdrawn from internal operations and this leads to an overload on those left behind.
- i) Secondment meant only passing on the staff of the seconded staff to MADEFO and no other support. No gains on the part of the organisation.

Recommendations:

- a) Streamline disbursement of funds as delays in remitting taxes give the organisation a bad name with the tax authorities.
- b) Improve the budget of KLDP II which supports only the livestock officer with a 50% share of their salary for 3 years – a total of € 24000.
- c) Avoid having to micro-manage MADEFO – it is better to allocate them a budget and allow them to perform and report accordingly. Regular monitoring of their performance should be part of the normal project monitoring and evaluation process.
- d) Let MADEFO personnel operate from their premises instead of having them seconded to VSFB and moving their office for the period of the project.

Critical Capacity Gaps:

The Capacity Study notes that MADEFO has received external support particularly from development partners and has undergone numerous evaluations and assessments with recommendations yet not much action has been taken to implement these recommendations. Some of the gaps pointed out are:

- i. There is no clear organizational policy to facilitate correct communication, delegation and reporting flows. In addition, there is no system of handing over office when a staff leaves the organization and this has affected the smooth continuity of programs.
- ii. The existing operational manuals are not comprehensive and operationalised. For instance, the chain of command (communication, delegation, and reporting flows) are not clearly identified within the organization. Compliance with the human resource policy is irregular; some employees are not familiar with it and hence do not use it-operation.
- iii. Job descriptions exist for all the (16) permanent staff but are not clear in regard to specific performance requirements, or are not used regularly as a basis for performance reviews.
- iv. MADEFO has never conducted staff performance appraisal despite the numerous recommendations from a number of assessments. Capacity training needs are only identified during organizational assessments/evaluation of projects.
- v. There is no team work within the organization. In addition, there is lack of will and attitude to change among staff and board members.

- vi. Secondment of staff to partner organization-VSFB is done without prior planning and hence heavy workload to delegated staff.
- vii. There is no bank account for the staff provident fund. The organization operates only a pool bank account for all projects at Stanbic Bank, Moroto.
- viii. There are inadequate tools and equipment - e.g. no computers and transport for the natural resource and water department.
- ix. Staff meetings are irregular.

5. EFFICIENCY

5.1 Utilisation of Funds

Flow of funds from the RON has been reported to have been slow throughout the project period. For example, between June and September 2010, both VSFB Moroto office and MADEFO did not receive any disbursements from the RON. These delays made implementation of project activities uncertain and slow. The project spent 93% of its budget for years 1 and 2 carrying forward € 30,324 into Year 3 to boost the Year 3 budget to € 284,507. As at September 30, 2010, 63% of the assigned Year 3 budget had been spent. The project is on course to utilise its entire budget.

5.2 Utilisation of Human Resources

A high turnover of project managers has been reported elsewhere in this report. There was also friction between the project management and the management of MADEFO before an elaborate MOU was eventually signed. However, this MOU does not apply to the next phase of the project and similar problems may recur unless they are addressed early in the project.

5.3 Monitoring, Evaluation and Supporting Activities

During the entire Phase I of the project the VSFB operations have been controlled by the Regional Office in Nairobi (RON) as there has been no country representative for Uganda. In 2009, monitoring missions by the RON, supervision missions by the donor Brussels office, audit missions from Nairobi and donor representative missions were conducted as follows:

Table 5.1: Monitoring Missions

Date - 2010	Mission	Purpose
4 th - 6 th May	Regional Director	technical backstopping
20 th July	Regional Director	technical backstopping
29 th Sept.-1 st Oct.	Regional Program Coordinator	technical backstopping
5 th - 9 th Dec.	Regional Technical Advisor	technical backstopping
4 th - 6 th May	Executive Director	programme review
01 st -13 th Nov.	Eric Chemei	internal audit
20 th January	Bruno Minjauw, FAO Regional Emergency Office for Africa	monitoring of RDD
20 th Jan.	Priscilla Amiri, ECHO Nairobi	monitoring of RDD
06 th May	Bernard Crabbé, European Commission Uganda	preparatory KLP study

In addition to these there were several other missions within the year from several different organizations which came to the project for consultations.

6. IMPACT

6.1 Positive Influence

The project has had positive influence in:

- Creating a culture of tolerance of people from different ethnic communities
- Agreeing to sharing of resources and peaceful coexistence
- Realisation that there has to be mutual dependence and trade between people of different ethnic backgrounds
- Creating awareness in the need for repair and maintenance of water structures
- Creating the realisation that there are alternative livelihoods for reformed warriors
- People have learned from other communities during exchange visits on how to earn a living without the need to conduct cattle raids.

6.2 Negative Influence

With the incomes earned from trading, there have been a few cases of irresponsible drinking. However, other than this, no remarkable negative influences of the project were found.

7. SUSTAINABILITY

Result 1:

Community dialogue meetings are sustainable only for as long as communities are willing to meet the costs of their own lunch. This commitment should be sought as a minimum before the project comes to a close.

Water structure operation and maintenance is sustainable if individuals assigned the duties of controlling water use are committed. This commitment can be guaranteed by giving them a token of appreciation or a fee. Without this, there is the possibility that the community will assume the position of “all are responsible” which often means that “no one” is responsible.

Communities need their own implements to dredge silted up pans between the rains.

Result 2

The survival of the CAHW and his/her kit depend on the market for their services. As numbers of animals dwindle because they have been stolen or have been driven away to distant protected kraals, the CAHW will lose morale. If the prices of drugs are maintained at very low levels meaning that the CAHW cannot replenish their kit from sales, the service will not be sustainable. There is therefore the need to educate the population about new drugs, new prices and the need to call a CAHW before the animal is too sick to survive even with treatment. A culture of paying for services must be inculcated.

Result 3

Livestock marketing can only thrive in a state of peaceful co-existence between different ethnic communities both within Uganda and with their neighbours in Kenya (Turkana and Pokot). This will be assured by sustained dialogue between these communities. Then livestock will be available and can be moved without disturbance. There is great potential for this to continue as long as the leadership of the communities and the government are committed to disarmament, removal of criminal elements and peaceful co-existence.

Livestock and livestock trading as a business is also sustainable when prices are good, slaughter facilities are available and traders have the funds to sustain the trade. Involvement of traders in cooperatives and groups is a sign that the activity stands good chances of becoming sustainable.

Result 4

MADEFO has firm collaboration relations with CORDAID and VSFB. MADEFO should study carefully the recommendations made in the Capacity Assessment Report and respond to those that appear to be of immediate benefit and easily implementable. It has gained visibility

in the area due to the many activities that it has undertaken in the area and has a good reputation. MADEFO is positioned to play greater roles in future in the development of Karamoja region as a whole.

8. APPRECIATION OF PROGRAMME BY THE BENEFICIARIES

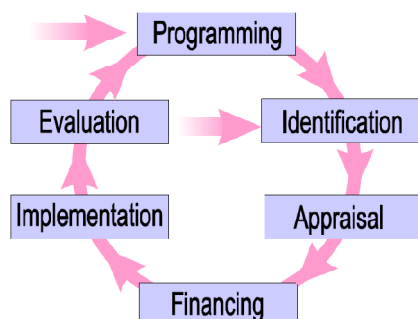
8.1 Appreciation

Beneficiaries reported that they greatly appreciated this intervention and would prefer to see it continue. They reported that cattle could now graze close-by because of availability of water at Loputuk and Arengkeju. They talked about the peaceful situation that has enabled them to go to the hills to collect firewood and building materials, and to Nakonyani (in Pian) to buy cattle for sale in Moroto. CAHWs reported that they were now able to earn a living and send their children to school. Livestock traders appreciated the initiative's training activities and the fact that they had managed to turn their lives around and abandon cattle raiding as a way of earning a livelihood. Many of them are involved in petty trading in Moroto beside their livestock trading activities. The project is therefore a welcome intervention and has been greatly appreciated by the direct and indirect beneficiaries.

8.2 Participation

Participation of the target beneficiaries in the project cycle is essential so that the intervention is immediately accepted and owned by the people. Communities reported that they had not participated in the identification and appraisal of this project. They are however, involved in the implementation of the project. The contribution of communities in the development of the water pans involves:

1. Fencing off the pan with thorny bushes
2. Planting live hedge around the pan
3. Construction of the inlet channel with a silt trap
4. Monitoring and control of water use



There is however need for the community to be more involved in all the stages of the project cycle as shown in Figure 8.1. This would ensure that the initiative is fully owned by the community right from the time of project identification.

Source: ECHO Manual Project Cycle Management, ver. 050617, EC Directorate-General Humanitarian Aid (ECHO), June 2005.

8.3 Lessons Learnt and Recommendations for Future Interventions

This project has taught several lessons out of which recommendations can be made:

- i. It is necessary to introduce a project to the target group at the earliest stage possible such as at preparation stage in order to create a sense of ownership among the population.
- ii. Community sensitization and mobilization for participation in project activities should be conducted as the first activities during implementation.
- iii. Detailed estimation of costs of works should be undertaken at project preparation so as to harmonise the budget for attainment of all planned activities.
- iv. Partners should be assessed at the earliest possible opportunity so as to gauge their capacity to play their assigned roles.

9. ANNEXES

9.1 Terms of Reference

VSF Belgium Karamoja Livestock Development Project Phase I - End of Phase 1 Evaluation

Country: Uganda

Location: Matheniko County, Moroto District, Karamoja Region

Project to be evaluated: “Karamoja Livestock Development Project Phase I”

I. Background

The Karamoja ‘cluster’ is a term used to describe the pastoral and agro-pastoral ethnic groups in an area comprising north-eastern Uganda, north-western Kenya, southern Sudan and south-western Ethiopia, most of whom share a common language, culture and land area.

The communities that constitute the Karamoja cluster include: Turkana, Matheniko, Bokora, Pian, Dodoth, Nyangatom, Didinga, Merille, Toposa, Jie, Tepeth, Acholi, Labwor and Upe.

In Uganda, Karamoja region covers 27,200 Km² semi-arid plain, with an average rainfall of 500-700 mm per annum, variable in space and time. The environment is classified as in disequilibrium, where vegetation in areas not receiving rain for two or more years is able to regenerate rapidly when it receives adequate moisture.

There is a limited amount of acacia/commiphora forest in the higher ground to the east of Moroto, which is the Regional Headquarters, but the vast majority of the district can be classified as semi-arid savannah covered with seasonal grasses, thorny plants, and occasional small trees.

The Karamoja region is characterised by a combination of acute poverty, vulnerability to drought, poor infrastructure, basic social services delivery, limited marketing opportunities, especially for livestock, natural resource degradation, social and cultural marginalisation, long-standing dependency on external aid and most importantly, chronic insecurity.

The region is the least socially and economically developed in Uganda, even among the generally poor parts of Northern Uganda as a whole.

Due to the aridity, extensive livestock keeping is the principal economic activity within the district. Livestock are kept primarily to sustain livelihoods through milk, meat and barter; the sale of livestock is only of secondary importance.

The livestock keeping system, which is exceptionally well adapted to the disequilibrium environment, is hindered primarily by the chronic insecurity (which has its basis in a tradition of cattle rustling) of the area, but also by poor access to water in the dry season, poor quality

of available forage, high incidence of contagious diseases and limited access to veterinary services.

Whereas the prevalence of diseases, poor access to water and poor quality of the available forage limit the possibilities for breed improvement, the conflict provides an active disincentive for breed improvement as families do not want to draw attention to their herds.

Vétérinaires Sans Frontières (VSF) Belgium, is an international non-governmental organization with a mission to improve the welfare of vulnerable populations in developing countries, through improving animal health and production.

VSF-Belgium is officially registered as an NGO with the Belgian Government and operates in several African countries. The Karamoja Livestock Development Project (KLDP) focuses on addressing insecurity and inadequate access to grazing and water for optimal animal health and production.

II. Objective

The overall objective of this End of Phase I evaluation is to assess and document the benefits and impact of the Karamoja Livestock Development Project on the social and economic status, welfare and livelihoods of the intended direct and indirect project beneficiaries.

This will involve assessing and documenting the project's contribution to improving the livelihoods of the direct and indirect project beneficiaries. The evaluation will include identifying the impact, changes, timeliness, coverage, appropriateness and connectedness of the project, highlighting key lessons learned in the current phase and recommendations for improving the future structuring of interventions.

III. Scope and focus

The broad terms of reference include the following:

1. Measure the extent to which the programme's objectives to improve the social and economic status of households in the targeted areas have been achieved;
2. Provide VSF Belgium and donors with information on how the program interventions have contributed to livelihood security of the targeted households;
3. Verify indicators and indicator values in KLDP II Second Phase (2021-2023) proposal.
4. Inform future design of similar interventions by VSFB and provide the staff with a learning opportunity.

The evaluation will focus on the operational approach, the implementation process and the performance of the programme.

Specifically the evaluation must give answers to the following questions:

- i) Did expected results fulfil the needs identified prior to the intervention? (relevance)
- ii) Do expected results meet the major current needs? (relevance)
- iii) Does the program cover the initially targeted population? (coverage)

- iv) Has the project appropriately targeted the right beneficiaries and the deriving villages? (relevance and coverage)
- v) Are the project activities timely implemented as planned? (effectiveness of work plan implementation)
- vi) Is the project on course to meet expected results? (effectiveness)
- vii) How are the resources being utilized in the course of project implementation so far? (efficiency)
- viii) Are the results of activities sustainable and to what extent?
- ix) What negative or positive End of Phase I influence of the project is already foreseen? (impact)

Finally, the evaluation should also assess the appreciation of the program by the beneficiaries as well as their participation at various levels of the project management cycle.

The estimated duration of the assignment is fifteen (15) working days.

IV. Evaluation process and methods

Evaluation methods to be clearly outlined in the report and their appropriateness, relative to the evaluation's primary purpose, focus and users, explained pointing out the strengths and weaknesses of the methods. A description of the overall flow of the evaluation process (i.e. sequence of the key stages) should be given in the evaluation report. The evaluation approach and the methods used to collect and analyze data should also be described. The nature (e.g., external or mixed) and make-up of the team (e.g. sector expertise, local knowledge, gender balance) and its appropriateness for the evaluation should be outlined.

The evaluation report should outline the sources of biases that might affect the evaluation and how these have been addressed.

The evaluation report should also present the key constraints to carrying out the evaluation (e.g., lack of baseline data, lack of access to key information sources, use of translators), and the effect of these constraints.

Whenever secondary sources will be referred to, the evaluator should indicate the level of reliability of the given information.

After the field work, the evaluation team will present and discuss with the project team the preliminary findings and the proposed recommendations.

A first draft of the evaluation report should be shared with VSFB before a final version is submitted incorporating all the comments.

V. Deliverables

The evaluation report should include at least:

- Three bound hard copies narrative report (max 40 pages) including an executive summary (2 pages maximum) and a soft copy submitted to the Regional Technical Advisor.
- A separate table summarizing the main findings and the lessons learned.
- A separate table showing the different recommendations and tips for their implementation (who will be in charge of implementing these recommendations, when? dead line? necessary means? who will be in charge of checking that the recommendations are being implemented and when? etc.).
- Relevant maps and photographs of the assessed zone and programme.

VI. Documents of reference (on request only)

1. Project document (KLDP1)
2. Last two annual reports (2008 and 2009) to the donor
3. Current organizational chart
4. Last Activity Progress Update of the programme
5. Proposal document for KLDP II (2011-2013)

VII. Qualification of the Lead consultant

- Relevant University degree
- Minimum 5 years of proven experience with NGOs
- Proven experience in similar evaluation context (ASAL)
- Strong methodology and writing capacities

How to apply

Please send your proposal, highlighting the following:

- A brief introduction of bidding firm or person attaching relevant CVs
- Your understanding of the Terms of Reference
- Proposed methodology and approach
- Proposed work plan and budget
- Your availability

All relevant information (CV, cover letter, copies of testimonials, certificate of works and 3 contact references) should be sent to recruitment@vsfb.or.ke before midnight on Sunday 19th September 2010.

Please indicate the consultancy you are applying for in the title of your email.

Only short-listed applications will be contacted.

Source: www.kenyan-jobs.com

9.2.1 Project Planning Matrix (Logical framework) for KLDP I

	Description	SMART Objectively Verifiable Indicators (OVI)	Control tools & methods	Major Assumptions
Global Objective:	<i>Improved wellbeing of livestock keeper households.</i>			Stable security situation, Political climate of Uganda conducive for project implementation Prolonged drought does not occur. Widespread livestock epidemics do not occur.
Specific Objective:	<i>Decreased vulnerability of livestock-based livelihoods to drought.</i>			
Interim Results:	Result 1: Improved access to natural resources	At least three reciprocal grazing agreements agreed and implemented between different clans by the end of the project.	Initial situation against situation at the end of the project, evidence of verbal or written reciprocal grazing agreements, free movement of residents, security updates reports	
		At least four (4) water structures constructed in strategic locations which in conjunction with reciprocal grazing agreements will increase accessibility to pasture by providing water for up to 2 months into the dry season.	External interim monitoring study and final evaluation, evidence of Kraals cooperating over the use of constructed dry-season water sources.	
		Increased secure access to grazing resulting from the above grazing agreements.	Studies before and after the project with communities as well as numbers of reported resource-based insecurity incidences, evidence of Kraals, cattle raids reported, security updates	

	Result 2: Improved animal health	Decreased livestock deaths due to diseases.	Studies before and after the project with communities as well as numbers of reported resource-based insecurity incidences.	
		Increased availability of milk in both the wet and dry season.	Studies before/ after the project with communities as well as numbers of reported resource-based insecurity incidences.	
		Decreased number of livestock abortions.	Studies before and after the project with communities as well as numbers of reported resource-based insecurity incidences.	
	Result 3: Improved livestock and livestock product marketing	Increased planned sale of animals prior to the dry season.	Before and after studies., market data, reports from district commerce office, cash flow and number of traders recruited into the business	
		Increased sale of animal products including hides, skins and milk.	Before and after studies. market data, reports from district commerce office, cash flow and number of traders recruited into the business	
		Increased contribution of livestock to the household economy.	Before and after studies, market data, reports from district commerce office, cash flow and number of traders recruited into the business	
	Result 4: Support to local partners	Both MADEFO and KLDF have working and acceptable financial and administrative systems. This will be measured through yearly partner audits.	Before and after studies.	
		Both MADEFO and KLDF have the technical expertise to develop and implement innovative livestock development programmes in future	Before and after studies.	

9.2.2 Project Planning Matrix (Logical framework) for KLDP II

Title of the Action	Karamoja Livestock Development Project (KLDP) Phase II			
Principal Objective	Enhancing livelihoods sustainability for smallholder farmers through the optimization of farming systems.			
	Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Risks and Assumptions
Specific Objective	Decreased vulnerability of livestock-based livelihoods to disease and drought	At least 50% of beneficiaries believe that animal husbandry has contributed positively to increase their income and their food security and to reduce their vulnerability The value of the Human Development Index (HDI) is improved by 5%	Project evaluation Documented changes in the HDI and analyses of the World Food Programme	
Result 1	Improved and Sustainable Access to Animal Health Services	Livestock production of beneficiaries increased by 25% by year 3 of project implementation IOV not specific, the increase of production could result from other result At least 50% of beneficiaries believe that animal health service delivery has improved and is positively impacting on livestock production and productivity Decreased livestock deaths due to diseases how much Increased availability of milk in both the wet and dry seasons it is not an IOV specific on health activity Decreased Herd abortion index how much	Project reports Surveys Reports of the Ministry of Agriculture, Animal Industries and Fisheries (MAAIF) Project evaluation	Political insecurity in the region does not worsen Authorities demonstrate transparency concerning livestock health Govt policy continues to support Animal health service delivery in Karamoja based on Community Animal Health Workers

<p>Result 2</p>	<p>Improved Livestock Production, Livestock and Livestock Product Marketing</p>	<p>Increased planned sale of animals Increased sales of animal products including hides, skins and milk Increased contribution of livestock to the household economy Number of children in school Number of children in school uniform/number of new school uniforms Availability of sustenance foods (eg. cereals) in the households Availability of luxury foods/drinks (eg. sugar/sodas) in the household Number of improved dairy goats distributed/number of improved dairy goats + progeny at end of project Milk production of dairy goats distributed/ quantities of milk sold</p>	<p>Project reports Surveys Reports of the Ministry of Agriculture, Animal Industries and Fisheries (MAAIF) Project evaluation</p>	<p>Security and access to markets Adequate availability of livestock feed, water and animal health services Improved dairy goat distribution dependent on agreement and funding from a specialised NGO (eg. Bòthar, HPI) able to provide goats and Appropriate husbandry techniques for improved dairy goat production adopted by beneficiary pastoralists</p>
<p>Result 3</p>	<p>Capacity-Building Support to Local Partners</p> <p>How measure these IOV? The IOV must be measurable in year 0, 1, 2 and 3</p>	<p>Local partners in Matheniko and Bokora counties as well as the Karamoja Livestock Development Forum (KLDF) have working and acceptable financial and administrative systems Local partners have the technical expertise to develop and implement innovative livestock development projects KLDF meets regularly with participation of most livestock sector development actors</p>	<p>Annual audits of local implementing partners Number of projects funded /implemented by local partners Minutes of KLDF meetings</p>	<p>Quality staff are retained by local partners Donors remain committed to funding local organisations KLDF provides a forum relevant to livestock development in Karamoja</p>

<p>Activities Result 1</p>	<p>Improved and Sustainable Access to Animal Health Services Follow-up training (5 days x 3 per annum) for 18 CAHWs in the three sub-counties of Matheniko county and for 36 CAHWs in the six sub-counties of Bokora county (renamed Napak district). Supportive supplementary veterinary kits provided to successful graduates of each training.</p> <p>Disease calendar developed in Phase 1, revised, updated and used to design a vaccinations schedule and to inform supply of important and relevant drugs</p> <p>Make use of the budget line “Veterinary support fund” to conduct at least two annual vaccination and treatment campaigns in the three sub-counties of Matheniko and six sub-counties of Bokora</p> <p>Facilitate the formation of nine sub-county CAHW Associations, provide initial training on organisation and running of a CAHW Association and initiate a series of regular CAHW Association meetings.</p> <p>Conduct a survey on veterinary equipment and pharmaceutical supply to CAHWs operating in Matheniko and Bokora counties. Dependent on the outcome, propose a mechanism for ensuring an adequate and sustainable supply of veterinary equipment and pharmaceuticals to meet the needs in Matheniko and Bora counties, and ensure its implementation.</p> <p>Monitor the impact of the above activities on a bi-monthly basis.</p> <p>Improved Livestock Production, Livestock and Livestock Product Marketing Identification and training of beneficiaries (Pastoralist Field School groups, Young Farmers Associations, pastoralist</p>	<p>Means Training delivered by VSF-Belgium in participation with the office of the DVO Supplementary veterinary kits procured and delivered to successful graduates of each training. Developed by VSF-Belgium in partnership with the office of the DVO and Community Animal Health Workers (CAHWs)</p> <p>As prioritised from a consideration of the disease calendar and CAHW workshops, and utilising the CAHW network, supervised by the office of the District Veterinary Officer</p> <p>VSF-Belgium to facilitate in partnership with the office of the District Veterinary Officer</p> <p>VSF-Belgium to implement in partnership with the office of the District Veterinary Officer</p> <p>VSF-Belgium to lead this activity in partnership with local NGO implementing partners and the office of the District Veterinary Officer</p> <p>Local NGO implementing partners to lead this activity</p>	
<p>Result 2</p>			

<p><u>Result 3</u></p>	<p>households on Moroto mountain), in improved dairy goat husbandry.</p> <p>Supervised construction of housing for improved dairy goats.</p> <p>Distribution of dairy goats and follow up monitoring with beneficiaries.</p> <p>Capacity-Building Support to Local Partners Carry out an assessment of the strengths and weaknesses of each partner organisation. This will be used as a basis for identifying targeted training courses.</p> <p>Identify suitable training courses and fund the attendance of relevant personnel from the partner organisations. Suitable courses are expected to range from generic NGO management courses such as finance and project cycle management to more technical courses on pastoralism and livestock. Provide financial support to staff and administration costs directly related to the project.</p> <p>Reconvene together with the Office of the District Veterinary Officer, the Karamoja Livestock Development Forum (KLDF). Develop a charter/ Articles of Association for the KLDF and endorse through the membership Institute monthly meetings of the Karamoja Livestock Development Forum (KLDF).</p>	<p>with technical assistance from Bòthar and VSF-Belgium Local NGO implementing partners will lead this activity, which will be implemented on a project/beneficiary cost-share basis with beneficiary groups/households. Technical assistance will be provided by Bòthar and VSF-Belgium Local NGO implementing partners will lead this activity with beneficiary groups/ households. Technical assistance will be provided by Bòthar and VSF-Belgium</p> <p>VSF-Belgium to lead this activity as a participatory process It will be the responsibility of both partners to ensure that suitable people attend the relevant courses. VSF-Belgium will assist in finding suitable courses and will retain overall responsibility for ensuring that courses attended are relevant to the organisations needs VSF-Belgium to allocate budget to provide essential financial support VSF-Belgium together with the Office of the DVO to lead this activity VSF-Belgium together with the Office of the DVO to lead this activity</p>	
-------------------------------	---	---	--

9.3 Travel and Work Schedule

<i>No</i>	<i>Date</i>	<i>Activity</i>	<i>Person Responsible</i>
1.	11.11.10	Agreeing on the timetable	CPM/RD and Cosmus
2.	15.11.10	Signing of contract	Cosmus
3.	16-18.11.10	Preparation, agreeing on methodology and setting up of data collection tools	CPM/RD and Consultant
4.	19.11.10	Flying from Nairobi to Kampala	Cosmus
5.	20.11.10	Road travel from Kampala to Moroto	PM Moroto
6.	21.11.10	Moroto field visit planning meeting	PM Moroto
7.	22-29.11.10	Field data collection	PM/Consultant
8.	29.11.10	Presentation of preliminary findings at Moroto office. Travel Moroto to Kampala by road	Consultant / PM Moroto
9.	30.11.10	Travel Kampala to Nairobi by air	Consultant/Cosmus
9.	1-15.12.10	Write draft report	Consultant
10.	16.12.10	Presentation of preliminary (draft) report at RON office.	Consultant
11.	23.12.10	Submission of Final Report	Consultant

Key:

- RD – Regional Director
- RON – Regional Office Nairobi
- CPM – Country Programme Manager
- PM – Project Manager

9.4 Sources

9.4.1 Resource persons

Name	Position / function
VSF Belgium Regional Office Kenya	
Veronique RENAULT	Regional Director
VSF Belgium Moroto	
Cyrille PISSANG	Country Manager-Uganda
Solomon KOECH	Project Manager
Elijah MUJURI	Natural Resources & Early warning systems Officer
Paul KIDON	Community Development Officer
Emmanuel EMARUK	Livestock Development Officer
MADEFO	
Peter ACHIA	Coordinator
Moses OCHAYA	Finance Manager
Dinah MAYOH	Programme Officer
GoU	
Achila ODONGO	District Production and Marketing Officer
Joshua RIISA	District Commercial Officer
Musa LOWOT	District Water Officer
Beatrice APOLOT	Borehole Maintenance Technician
Collaborators	
Mark LOKWII	Peace Mobiliser Matheniko County
Peter ALUKO	Community Elder Rupa Sub-county
Farmers/Extension Worker Groups	
Namakai NAYEP	CAHW Pupu Parish, Rupa Sub-county
Sabina KUBAL	CAHW Akuapua
Epetangiro LOKAUWA	CAHW Akuapua
Maria OTIANG	CAHW Kaloi Village
Losike APAMWE	CAHW Kopoe Village
Arenkeju Pan Committee and users	
Loputuk Pan Committee and users	
Acherer Pan Committee and users	

9.4.2 Literature

1. Uganda National Development Plan 2010/11-2014/15
2. Project document KLDP I
3. Annual report for 2009
4. Current organizational chart
5. Last Activity Progress Update of the programme
6. Proposal document for KLDP II (2011-2013)

9.5 Interview Guide for the Beneficiary Communities (FGD)

Date: _____ Location: _____ Community: _____

Activity: _____

Level of implementation: _____

Main challenges faced in implementation: _____

1, 2. Project benefits and impacts on the intended direct and indirect beneficiaries

1. Are you a direct beneficiary of the KLDP I?
2. How have you benefited so far?
3. How have you been involved in the activities of the KLDP?
4. Looking at your social status in this community, would you say that the KLDP has improved your status?
5. What has KLDP done to you that you could not have done on your own?
6. Now that KLDP is coming to an end, how will you continue to do the things that KLDP was helping you to do?
7. Would you say there is anything that KLDP has taught you to do which you can continue doing for your personal advancement without donor support?
8. Are you able to earn your livelihood now that KLDP has done for you?
9. How much can you earn in one month individually?
10. How much can you earn as a family?
11. What tangible benefit can you show me and say this came from the KLDP?
12. Do you feel that these changes that you have mentioned are going to last?

3. Changes, timeliness, coverage, appropriateness and connectedness of the project

1. During implementation of this project, were things done the way you would have liked them to be done?
2. If not, what would you have wanted done differently?
3. Is what was done of the highest priority with your community?
4. What high priority areas were left out of this project?

4.1 The operational approach

1. Please, mention anything in the way VSF was running that you feel could have been done better.

4.2 The implementation process

1. Were activities carried out in time?
2. Do you have any idea what these activities were costing and how they were paid for?

4.3 Performance and performance monitoring

1. How was performance monitoring done on this project?
2. What challenges were encountered?

9.6 Others

9.6.1 Example of Minutes of a Peace Meeting

PEACE MEETING IN KOTIDO DISTRICT BETWEEN THE JIE OF KOTIDO, MATHENIKO AND BOKORA OF MOROTO

Date: 21/06/2010

Time: 4:30pm

Venue: Panyangara Sub-County, Kotido District.

Participants:

1. kraal Leaders from the Districts of Kotido & Moroto Districts.
2. District leaders for the two Districts.
3. kopein
4. ocodi
5. IRC

AGENDA

1. Prayers
2. Communication from kraals leaders.
3. Group discussion.

On the 21/06/10, 22nd/06/10 IRC together with its partners (ocodi and kopein) held a peace dialogue meeting between the Matheniko, Bokora of Moroto and the Jie of kotido in panyangara sub county kotido District were over 200 local communities attended the peace reconciliation meeting.

During the meetings, participants discussed various issue of how to bring peace to the three communities

The following resolutions were made:

1. All the local communities and kraal leaders of the three groups of Matheniko, Bokora, and the Jie resolved to have peace from the next meeting that will take place on 29/06/10 in Kalosaris at the border of Kotido and Moroto.
2. Two kraal leaders (representatives were elected) from the three groups to mobilize and sensitize the local communities starting from the 21/06/10 up to 29/06/10 when the group will need the feed-back before the signing of the peace agreement.
3. All the district heads of the two districts to attend the signing of the peace agreement between the three groups on 29/06/10 in Kalosaris.
4. The three communities agreed to bring their animals and graze together after the meeting on 29/06/2010.
5. Each county to have a separate meeting on Saturday 26th/06/10 two representative from each group will attend the meeting to monitor and make follow up for the 29th /06/10 meeting.
6. The six representatives/kraal leaders that were elected will have a speech that day before the signing of the final peace agreement.

7. The next meeting for the 29/06/10 in Kalosaris will be on foot and each group will be required to bring one bull each for the two days.

WAY FORWARD:

1. All NGOs and partners are requested to feed the participants for the 29th, 30th meeting that will take two days.
2. Government officials from the two Districts will attend the kalosaris meeting to witness the signing of the peace agreement between the Matheniko, Bokora and the Jie of Kotido.
3. After the signing of the peace agreement, the Matheniko will be tasked to bring on board the Turkana for the same so that they can have peace with the Jie and the Bokora.

NB: KOPEIN will submit the full report.

Compiled by: Okong Henry, Security Officer, IRC Karamoja Programme.

9.6.2 Excursus: Water Pans for Runoff Water Harvesting

Introduction

A lot of water is lost in arid and semi-arid lands (ASAL) as surface runoff. Harvesting of this runoff and storage of the same into reservoirs such as water pans makes it available for use when required.

What is a water pan?

It is an excavated water storage structure that is square, rectangular or round, used to impound and retain surface runoff from uncultivated grounds, roads or laggas (dry river valleys/waterways).

Why use water pan?

- Simple to construct.
- Provides water for domestic/livestock use and supplementary irrigation.
- Simple operation and maintenance needed Prerequisite in water pan construction.
- Community mobilization through participatory rural appraisal (PRA), for a communal water pan to ensure ownership and guarantee future operation and maintenance.
- Availability of human labour, draught animals or earth moving machinery depending on size of pan.

Factors to consider when sitting water pans

- A site with soils such as clay that retain water.
- Avoid sandy soils.
- A natural depression or small valley to minimize excavation.
- A road or lagga nearby to act as a source of runoff.
- A vegetated catchment to minimize siltation.
- A standard water pan showing main features.

Procedure and steps in water pan construction

1. Site the water pan and mark the embankment, inlet and spillway.
2. Excavate the reservoir section and use the soil to build the embankment wall, with side slopes of 1:2.5 for shallow pans to 1:3 for deep pans.
3. Construct spillway to discharge excess runoff water when the pan is full.
4. Construct silt trap(s) along the inlet channel to filter excess sediment load.
5. Close off the water pan with live fence to keep off the livestock.
6. Provide livestock watering trough off the fenced area.

What is the capacity of a water pan?

The capacity is variable and depends on site conditions and how much one wants to invest. Common ones are 400 to 1,000m³. A water pan capacity can be increased with time by dredging and further digging to hold more water.

How do you minimize water losses in a water pan?

- Compaction of the embankment fill with drums filled with water or with a roller.
- Lining the bed and walls with clay soil or polythene sheet on soils that are not very good for a pan.
- Plant trees such as Commiphora spp. or euphorbia spp. which can be propagated through cuttings around the water pan.

How do you stabilize the walls of a water pan?

This is done by:

- ensuring proper embankment side slopes and compaction.
- planting shrubs and grasses on the embankment wall.
- placing stones on the embankment sides.

Operation and maintenance of a water pan

- Repair broken perimeter fence as need arises.
- Avoid direct entry of livestock into the pan to prevent trampling on bed and walls.
- Where livestock draw off point is not provided, use portable wooden troughs, drums cut into half or old tyres to water livestock.
- Clean inlet channel by removing silt every season

(Adapted from World Agroforestry Centre at:

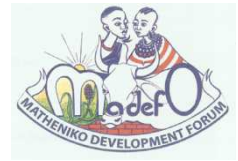
<http://worldagroforestry.org/projects/searnet/index.php?id=69> visited on December 4, 2010)



Funded by
Belgian Development
Cooperation (DGDC)



Implemented by
VSF Belgium



Implemented by
MADEFO

Karamoja Livestock Development Project - Phase I

End of Phase I Evaluation



FINAL REPORT

**Publix (Africa) Ltd.
NAIROBI, Kenya**

January 2011

Cover Photographs

Top Focus Group Discussion at Arengkeju

Bottom Water pan at Arengkeju

Acknowledgement

The End of Phase I Evaluation of Karamoja Livestock Development Project Phase I was commissioned by Vétérinaires Sans Frontières (VSF) Belgium.

The study was carried out by:

Mr. Silas Irea – Agriculture and Rural Development Consultant

The consultant would like to thank the staff of VSF-Belgium headquarters and Moroto for all their kind support throughout the period of this evaluation. The contribution of all those who so willingly responded to the interviews during field work – government officers, MADEFO, CAHW, local leaders and pastoralists - is also gratefully acknowledged. It is hoped that the findings of this report will lead to efforts that will improve the livelihoods of the intended beneficiaries and increase the effectiveness of government development efforts.

Disclaimer

The contents of this End of Phase I evaluation report reflect the opinions of the consultant, which do not necessarily correspond to the opinions of Belgian Development Corporation (DGCD), VSF-Belgium, Matheniko Development Forum (MADEFO) or their partners.

Publix (Africa) Ltd.
Management and Development Consultants
No. 4, 17th Kerarapon Drive
P.O Box 851-00502
Nairobi, Kenya
Tel: +254 20 3505094 / +254 722 751816
Email: smutea@publix africa.com
silasirea@yahoo.com

Nairobi
January 2011

TABLE OF CONTENTS

1.	INTRODUCTION	1
1.1	Background	1
1.2	Evaluation Objective	2
2.	EVALUATION SCOPE, FOCUS, QUESTIONS AND METHODOLOGY	2
2.1	Scope of the Evaluation.....	2
2.2	Focus of the Evaluation.....	2
2.3	Evaluation Criteria and Questions.....	2
2.4	Evaluation Process and Methodology	4
2.4.1	Evaluation Process	4
2.4.2	Evaluation Approach and Methods.....	4
2.4.3	Constraints to the Evaluation	5
3.	RELEVANCE AND COVERAGE	5
3.1	Evaluation Questions on Relevance	5
3.2	Target Beneficiaries and Deriving Villages	5
3.3	Identified Needs Prior to Intervention.....	6
3.4	Major Current Needs	6
3.5	Relevance to the Mission of VSF Belgium.....	7
3.6	Relevance to Uganda National Development Strategy and Millennium Development Goals 7	
4.	EFFECTIVENESS.....	8
4.1	Evaluation Questions.....	8
4.2	Workplan Implementation.....	8
4.3	Timeliness of Project Activities	9
4.4	Level of Achievement of Expected Results	9
4.5	Field Data on Expected Results	10
4.5.1	Water Department Activity Summary	10
4.5.2	Loputuk Water Pan	12
4.5.3	Arengkeju Water Pan	13
4.5.4	Acherer Water Pan	15
4.5.5	Pupu Parish	15
4.5.6	Improved Marketing of Livestock and Livestock products.....	17
5.	EFFICIENCY	29
5.1	Utilisation of Funds.....	29
5.2	Utilisation of Human Resources	29
5.3	Monitoring, Evaluation and Supporting Activities	29

6.	IMPACT	30
6.1	Positive Influence	30
6.2	Negative Influence	30
7.	SUSTAINABILITY	31
	Result 1:	31
	Result 2	31
	Result 3	31
	Result 4	31
8.	APPRECIATION OF PROGRAMME BY THE BENEFICIARIES	32
8.1	Appreciation	32
8.2	Participation	32
8.3	Lessons Learnt and Recommendations for Future Interventions.....	33
9.	ANNEXES	35
9.1	Terms of Reference	35
9.2.1	Project Planning Matrix (Logical framework) for KLDP I	39
9.2.2	Project Planning Matrix (Logical framework) for KLDP II.....	41
9.3	Travel and Work Schedule	45
9.4	Sources	46
9.4.1	Resource persons	46
9.4.2	Literature.....	46
9.5	Interview Guide for the Beneficiary Communities (FGD)	47
9.6	Others	48

ABBREVIATIONS AND ACRONYMS

ASAL	Arid and Semi-Arid Lands
CAHW	Community Animal Health Worker
CD	Cooperative Development
CPM	Country Programme Manager
DCD-DAC	Development Cooperation Directorate
DGCD	Belgian Development Cooperation
DVO	District Veterinary Officer
EC	European Commission
ECHO	European Commission Humanitarian Office
FAO	Food and Agriculture Organization
KIDDP	Karamoja Integrated Disarmament and Development Programme
KLDP	Karamoja Livestock Development Project
LLC	Lokileth Livestock Cooperative
MDG	Millennium Development Goals
MLTA	Matheniko Livestock Traders Association
NBA	Nadunget Butchers Association
O&M	Operation and Maintenance
PFS	Pastoralist Field School
PM	Project Manager
PPR	<i>Peste des Petis Ruminants</i>
PRA	Participatory Rural Appraisal
RBA	Rupa Butchers Association
RD	Regional Director
RON	Regional Office Nairobi
ROSCA	Rotating Savings and Credit Association
SACCO	Savings and Credit Cooperative Organisation
TOR	Terms of Reference
UShs	Uganda Shillings
VSFB	Vétérinaires Sans Frontières
VSLA	Village Savings and Loan Association
WUC	Water User Committee

EXECUTIVE SUMMARY

Karamoja Livestock Development Project Phase I End of Phase I Evaluation December 2010

ES-1: Setting: The project KLDP I was funded by Belgian Development Cooperation and was implemented to address poor access to all year grazing, poor access to water, and poor access to animal health services in the sub-counties of Rupa, Nadunget and Katikekile in Moroto County, Karamoja, Uganda. These areas still have difficulties which could be addressed in future projects such as alcoholism/over-drinking, polygamy, insecurity, incessant drought/lack of livestock and domestic water, recurrent food shortages, widespread illiteracy, lack of gainful employment especially for the youth, lack of alternative income sources, and lack of business start-up capital.

ES-2: Objectives: The specific objective of the project was: Decreased vulnerability of livestock-based livelihoods to disease and drought. The objective of this End of Phase I Evaluation is to assess and document the benefits and impact of the KLDP on the social and economic status, welfare and livelihoods of the intended direct and indirect project beneficiaries.

ES-3 Work plan implementation: All activities in the work plan were addressed though there was general delay of some activities e.g. identification and technical assessment/survey of water pan sites. There was also a delay in conducting the baseline survey, delay in construction of water structures. The trainings of water committee were conducted in time once the water structure was in place.

Result 1: Improved access to natural resources

ES-4 Achievements: Rock catchments were developed at Musas; water pans built at Kodenyo, Tapac, Lopelipel; training of 15 committee members per pan for 4 pans was achieved; and women engagement in pan committees in the ratio 6 women to 9 men was adopted to assure gender balance.

ES-5 Community Participation and Contribution: Communities participated in project activities by fencing the water sources with thorny bushes, planting live hedges around the water points, constructing the inlet channel, and monitoring and control of water use i.e. ensuring that those who access the water point are contributors to the community initiative to construct and maintain the water point.

ES-6 Ability and willingness to pay for water: Ability exists but communities are generally unwilling to pay for water. There is need for proper control of water use and access to water points by assigned guards from among the community.

Result 2: Improved animal health

ES-7 Activities: The main activities conducted included vaccination, diagnosis and treatment of livestock, training of Community Animal Health Workers (CAHW) who are now able to earn an income from treating animals though they confessed that this activity cannot sustain a livelihood. This is because of the low charged for their services and communities do not take cases for treatment early enough leading to high mortality even after treatment. This discourages the herders. Dog and poultry diseases were not addressed in the project though they are prevalent and a problem to society.

Result 3: Improved livestock and livestock product marketing

ES-8: Group formation: Four (4) livestock trading groups were formed and registered or revived within the project period. The groups are made up of traders who are former cattle raiders. The traders are registered and issued with an ID to ease free movement through the largely armed forces patrolled Karamoja region.

ES-9 Status of groups: Matheniko Livestock Traders Association (MLTA) (is the umbrella organisation); Lokileth Livestock Cooperative (LLC); Rupa Butchers Association (RBA); and Nadunget Butchers Association (NDA) are all operating effectively.

ES-10 Challenges to livestock trading:

1. Accessing the communities as the district has very poor roads and in some places no roads at all to link the various communities. During the rains, it becomes impossible to cross swollen rivers as there are no bridges. During seasons of intense farm activity e.g. cultivation, planting etc. it is also impossible to gather pastoralists for training purposes.
2. Insecurity due to cattle-rustling.
3. Change inertia - there is general resistance to the cooperative idea among the people.
4. Loan default rates are high among men borrowers but women pay back their loans efficiently.
5. The nomadic way of life of the people means they are not in the same place all the time so that they can be accessed for training and other activities.
6. Movement in search of livelihoods such as to Lopelipel where there is limestone and marble mining. There is also gold mining by open casting in Rupa sub-county.
7. The current exercise of disarmament is driving people away as they are afraid of being arrested and tortured during the 'cordon and search' operations intended to produce illegal fire arms. Sometimes they are caught in their homes.
8. During periods of famine, people move away from their locales in search of food.
9. Illiteracy as most of the target population cannot read and write. They cannot therefore record their transactions and have always to ask someone else to read for them.
10. Competition has increased in the livestock trade as other ethnic communities want to share in the meat trade, among them the Teso and Bagisu.

Result 4: Support to local partners

ES-11 MADEFO: The main and official partner under this project was Matheniko Development forum (MADEFO) which has good experience working with VSFB. The finance manager's salary was funded under the project and since his employment accountability and finance reporting systems had greatly improved. There was however delayed formalization of the relationship in KLDP I. A Memorandum of Understanding (MOU) was eventually signed though it does not apply to KLDP II. Capacity assessment of MADEFO was conducted late into the project and only 2 MADEFO officers were trained in Excel.

ES-12 Impact: Peace has been created and sustained though a few killings and thefts of small stock occur. Water is available where collecting/storage structures are complete. CAHW are earning a reasonable income. Livestock traders' lifestyles are changing fast as a result of earnings from their businesses. There is free movement of people and livestock. Vibrant trade with Turkana of Kenya in food items and tobacco is thriving.

Recommendations for Sustainability

ES-13 Community Dialogue: Community dialogue meetings are sustainable only for as long as communities are willing to meet the costs of their own lunch when undertaking a community activity. This commitment should be sought for phase II of the project.

ES-14 O&M: Water structure operation and maintenance is sustainable if individuals assigned the duties of controlling water use are committed. This commitment can be guaranteed by giving them a token of appreciation or a fee. Without this, there is the possibility that the community will assume the position of "all are responsible" which often means that "no one" is responsible. Further, communities need their own implements to dredge silted up pans between the rains.

ES-14 CAHW Services: The survival of the CAHW and his/her kit depend on the market for their services. As numbers of animals dwindle because they have been stolen or have been driven away to distant protected kraals, the CAHW will lose morale. If the prices of drugs are maintained at very low levels meaning that the CAHW cannot replenish their kit from sales, the service will not be sustainable. There is therefore the need to educate the population about new drugs, new prices and the need to call a CAWH before the animal is too sick to survive even with treatment. A culture of paying for services must be inculcated.

ES-15 Livestock marketing can only thrive in a state of peaceful co-existence between different ethnic communities both within Uganda and with their neighbours in Kenya

(Turkana and Pokot). This will be assured by sustained dialogue between these communities. Then livestock will be available and can be moved without disturbance. There is great potential for this to continue as long as the leadership of the communities and the government are committed to disarmament, removal of criminal elements and peaceful co-existence.

Livestock and livestock trading as a business is also sustainable when prices are good, slaughter facilities are available and traders have the funds to sustain the trade. Involvement of traders in cooperatives and groups is a sign that the activity stands good chances of becoming sustainable.

ES-16 Collaboration: MADEFO has firm collaboration relations with CORDAID and VSFB. MADEFO should study carefully the recommendations made in the Capacity Assessment Report and respond to those that appear to be of immediate benefit and easily implementable. It has gained visibility in the area due to the many activities that it has undertaken in the area and has a good reputation. MADEFO is positioned to play greater roles in future in the development of Karamoja region as a whole.

1. INTRODUCTION

1.1 Background

Implementation of the three-year “*Karamoja Livestock Development Project Phase I*” (KLDP I) in Moroto district, Karamoja Region, Uganda, started in January 2008. The project budget of € 660,132 is funded by Belgian Development Cooperation (DGCD) with a 20% co-financing from Protos, a Belgian Non-governmental Organization (NGO). The project covers the three sub-counties of Matheniko County viz; Rupa, Nadunget and Katikekile. This area is typified by high poverty levels with 58.7% of the population living below the national poverty line against a national average of 37%; insecurity with rampant cattle rustling and infiltration of small arms from neighbouring war torn countries; marginalization in development with poor health, education and other social infrastructure; and high illiteracy rates of 89% against the national average of 33%. These characteristics contribute substantially to the noticeable lack of skills and high levels of unemployment. The intervention will indirectly benefit an estimated 14,000 members of local communities.

The aim of KLDP 1 is to improve the well-being of pastoralists in Moroto District of Karamoja region by reducing their vulnerability to drought. The project seeks to do this by improving access of pastoralists and their herds to natural resources (grazing and water); improving animal health through the implementation of a community-based animal health services delivery system; improving livestock and livestock product marketing through facilitating the formation of and providing capacity-building training to livestock marketing associations; and ensuring sustainability through providing support to strengthening the capacities of the local partner organization namely MADEFO, which is involved in project implementation.

It is expected that future phases of the project will expand to one additional district per year to eventually cover other parts of Karamoja such as Amudat (cross border); Kotido (north); and Nakapiripirit (south) which is the food basket for Karamoja region and a grazing area for four communities i.e. Pian, Bokora, Matheniko, and Pokot. In its expansion to other districts the project will maintain its thematic areas:

1. Livelihood protection and enhancement.
2. Conflict resolution and peace building to enhance reciprocal grazing and warrior transformation.
3. Natural Resource Management (NRM).
4. Animal health and production including poultry production.
5. Fodder and pasture restoration.
6. Income generation, enhancement of economic returns and spread of a quasi-money economy through marketing of livestock, livestock products and farm produce.

1.2 Evaluation Objective

The overall objective of this End of Phase I evaluation is to assess and document the **benefits** and **impact** of the KLDP on the *social and economic status, welfare and livelihoods* of the intended *direct* and *indirect* project beneficiaries.

2. EVALUATION SCOPE, FOCUS, QUESTIONS AND METHODOLOGY

2.1 Scope of the Evaluation

The evaluation presents an assessment and a documentation of the project's contribution to improving the livelihoods of the direct and indirect project beneficiaries. The evaluation also includes identifying the impact, changes, timeliness, coverage, appropriateness and connectedness of the project, highlighting key lessons learned in the current phase and making recommendations for improving the future structuring of similar interventions.

The Terms of Reference (TOR) for this evaluation are as follows:

1. Measure the extent to which the project's objectives to improve the social and economic status of households in the targeted areas have been achieved.
2. Provide VSF Belgium and donors with information on how the program interventions have contributed to livelihood security of the targeted households.
3. Verify indicators and indicator values in KLDP II Second Phase (2011-2013) proposal.
4. Inform future design of similar interventions by VSFB and provide the staff with a learning opportunity.

2.2 Focus of the Evaluation

The evaluation focuses on the *operational approach*, the *implementation process* and the *performance* of the project.

2.3 Evaluation Criteria and Questions

The TOR requires that the evaluation gives answers questions which address the European Community (EC) and Development Cooperation Directorate (DCD-DAC) evaluation criteria:

Relevance: The extent to which KLDP reflects stakeholder priorities and policy objectives, is consistent with beneficiaries' requirements, country needs, global priorities, partners' and donors' policies.

Effectiveness: The extent to which the programme has achieved its objectives or are expected to be achieved, taking into account their relative importance.

- Efficiency:** Have the objectives been achieved through use of the least costly resources possible? How economically resources/inputs (funds, expertise, time etc.) are converted to results.
- Impact:** The positive and negative changes produced by the programme directly or indirectly, intended or unintended.
- Sustainability:** The continuation of benefits from a development intervention after major development assistance has been completed. The probability of long-term benefits and the resilience of the risk of the net benefit flows over time.

In delivering responses to these evaluation criteria, the evaluation will respond to the following evaluation questions in the TOR:

Relevance and coverage

1. Did expected results fulfil the needs identified prior to the intervention? (relevance)
2. Do expected results meet the major current needs? (relevance)
3. Does the program cover the initially targeted population? (coverage)
4. Has the project appropriately targeted the right beneficiaries and the deriving villages? (relevance and coverage)

Effectiveness

5. Are the project activities timely implemented as planned? (effectiveness of work plan implementation)
6. Is the project on course to meet expected results? (effectiveness)

Efficiency

7. How are the resources being utilized in the course of project implementation so far? (efficiency)

Sustainability

8. Are the results of activities sustainable and to what extent? (sustainability)

Impact

9. What negative or positive End of Phase I influence of the project is already foreseen? (impact)

Appreciation

10. Finally, the evaluation should also assess the *appreciation* of the program by the beneficiaries as well as their *participation* at various levels of the project management cycle.

2.4 Evaluation Process and Methodology

2.4.1 Evaluation Process

The process of this evaluation was timed as follows:

1. November 15, 2010 – Initial preparations and document review in Nairobi
2. November 19-30, 2010 – Field work in Karamoja
3. December 1-9, 2010 – Preparation of Draft Report

The detailed itinerary is included herewith as Annex 9.2 and the reviewed documents in Annex 9.5.

2.4.2 Evaluation Approach and Methods

The evaluation team consisted of one consultant and officers from the implementing agencies (VSF Belgium and MADEFO) who accompanied the consultant throughout the fieldwork exercise. The consultant has wide experience in evaluations of partner-funded programmes and projects in the Eastern and Southern Africa region and particularly in Karamoja. His overall expertise fits well with this livestock economy intervention whose emphasis is on peaceful co-existence between traditionally hostile communities whose geographical positioning and physical resource endowments dictate that they must share the available natural resources, particularly water and grass, in order to survive in a delicate ecology prone to droughts and famine.

The first part of the evaluation was to review documents and reports relating to the design and implementation of the project. The field data collection exercise applied a participatory methodology using semi-structured interviews applied to groups of beneficiaries, stakeholders, implementation staff and partners. Participant observation was also used to assess water structures, abattoir and other physical developments associated with the project through physical inspection.

The study “Organizational Assessment and Capacity Building Plan for MADEFO”¹ was conducted by a different firm and their report was published within the course of this evaluation. They applied the following befitting methods in their evaluation:

- a) Scoping the assignment with VSF and MADEFO.
- b) Reviewing existing assessment reports and policy documents to identify gaps therein and ensure consistency with the objectives of the assessment.
- c) Individual in-depth interviews and meetings were conducted with MADEFO staff from all departments as well as board members where capacity needs of staff and the board were identified.
- d) Participant observation.

¹ Kigongo Aloysius, December 3, 2010. *Organizational Assessment and Capacity Building Plan for MADEFO*, Final Report.

Other than the statements of respondents which could introduce subjective bias, no other sources of bias are seen in this evaluation. Where such statements were made, the evaluation team used triangulation with written sources and other respondents to verify the facts.

2.4.3 Constraints to the Evaluation

There were no major constraints to this evaluation though the following minor issues are worthy of mention:

- The baseline report scheduled to be prepared at the start of project implementation was not prepared until May 2008. While it did not capture the situation before commencement of implementation of this project, this report contains some useful data that can be used for future planning.
- While the Ngkarimojong language was a barrier, the consultant had able project staff who spoke Karimojong and who accompanied the field teams wherever they went. No major hindrance to the evaluation can be said to have come out of this minor language hitch.

3. RELEVANCE AND COVERAGE

3.1 Evaluation Questions on Relevance

This section answers the following evaluation questions as contained in the TOR:

- a) Has the project appropriately targeted the right beneficiaries and the deriving villages? (relevance and coverage)
- b) Does the program cover the initially targeted population? (coverage)
- c) Did expected results fulfil the needs identified prior to the intervention? (relevance)
- d) Do expected results meet the major current needs? (relevance)

3.2 Target Beneficiaries and Deriving Villages

The target beneficiaries were identified in the project proposal as the pastoralists living in the three sub-counties of Matheniko County viz; Rupa, Nadunget and Katikekile. The project has focused its efforts on the target beneficiaries in these three sub-counties and has addressed the problems identified for the inhabitants of the deriving villages. While working with the target villages, the project's activities involved neighbouring villages especially in the peace efforts because of the need to create peace so that the target villages could move freely into the surrounding grazing areas. Water facilities developed in the target villages became accessible to their immediate neighbours as the peace efforts took root. Livestock trade is now resuming between these neighbours.

3.3 Identified Needs Prior to Intervention

The proposal identifies the following needs of the target population prior to the project:

1. Poor access to all year grazing
2. Poor access to water
3. Poor access to animal health services

This project focuses on satisfying these needs for the target villages by promoting peace dialogue between communities so that dry-season grazing in the hills inhabited by the Pian can be accessed by the lowland Matheniko. Access to water has been addressed through construction of water pans, while animal health has been improved by use of Community Animal Health Workers (CAHW). Water facilities in lowland Matheniko can be accessed other ethnic groups as well. These themes are still valid as the achievements of the project have not fully satisfied the identified needs.

3.4 Major Current Needs

The baseline survey gives the major causes and aggravators of poverty in the rural population of the project area as shown in Table 3.1 below.

Table 3.1: Major Causes and Aggravators of Poverty in Moroto District

No.	Identified problem	Need
1.	Alcoholism	Education on moderate drinking, create gainful employment to reduce idleness.
2.	Polygamy	Education on need for family planning.
3.	Insecurity	Create peace through dialogue and sharing of resources.
4.	Drought/lack of water	Natural resource management.
5.	Famine/recurrent food shortages	Crop production and optimal use of available land and water.
6.	Illiteracy	Education infrastructure.
7.	Lack of gainful employment	Train in entrepreneurship.
8.	Lack of multiple income sources	Diversification.
9.	Lack of business start-up capital	Promote cooperatives and groups so that members can borrow from them.

While many of these are general statements describing symptoms of the problem, they are useful pointers to the needs of the communities. For example, idleness due to lack of gainful employment may lead to a predilection towards imbibing alcohol. Drought and famine are but end results of poor environmental management and poverty. High levels of illiteracy may point to inadequate school infrastructure and a shortage of teachers; or that the population does not realise the need to take their children to school. An analysis of these themes will clearly show that the current needs of the community are multiple, and that they all contribute to the state of poverty in which the population finds itself.

3.5 Relevance to the Mission of VSF Belgium

The mission of Vétérinaires Sans Frontières (VSF) Belgium is to improve the welfare of vulnerable populations in developing countries through improving animal health and production. VSFB has had over ten years' presence in Karamoja and understands the plight of the pastoralists in the Karamoja cluster as a whole. VSFB has for a long time focussed attention on emergency interventions which are short-duration, but today it is involved in development initiatives. This means changing from 'doing it for those in distress' to 'encouraging intended beneficiaries through facilitation and training to do it on their own'. The Karimojong traditional cry of "akoro" or hunger should be discouraged as hunger can only be ended using the people's own efforts. Giving of food and other supplies can lead to a dependency syndrome which would be undesirable. This project therefore falls within the mission of VSFB and VSFB is well placed to implement it.

3.6 Relevance to Uganda National Development Strategy and MDGs

In its National Development Plan 2010/11-2014/15, Uganda aims to grow its economy at an annual average of 7.2% using a quasi-market approach to development. This means supporting a partial subsistence economy which fits the population of the project area, one that is barely emerging from a pure livestock-based subsistence economy. The vision of the development plan is "A Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country within 30 Years".² To achieve this vision for Karamoja region, it is planned to implement Karamoja Integrated Disarmament and Development Programme (KIDDP) which will among other things:

- Provide and ensure adequate security,
- Strengthen governance institutions to maintain law and order,
- Support the provision and delivery of basic social services,
- Support development of alternative forms of livelihood, and
- Undertake stakeholder sensitization and mobilization for optimal community participation.

These objectives are in line with the expected results of the KLDP and together they respond to the Millennium Development Goals (MDG) 1, 3 and 7 for eradication of extreme poverty, promotion of gender equality and empowerment of women, and ensuring environmental sustainability, respectively. From these perspectives therefore, the project is as relevant today (2010) as it was when it was first conceived three years ago.

² Republic of Uganda, (April 2010). *National Development Plan 2010/11-2014/15*.

4. EFFECTIVENESS

4.1 Evaluation Questions

This section responds to the following evaluation questions as it presents the attainment of the expected results:

1. Are the project activities timely implemented as planned? (effectiveness of work plan implementation)
2. Is the project on course to meet expected results? (effectiveness)

4.2 Work-plan Implementation

The current Project Manager (PM) reported in office in December 2009. Before then the position had experienced a rapid turnover of occupants and project activities had delayed. It has been reported that when the incumbent reported there was no systematic handing over as the outgoing PM had already left. Reporting procedures were unclear and project design documents were not immediately available. The VSFB Regional Consultant appeared to be unaware that the new PM would be reporting to him. This situation hampered a smooth transition and continuity of project activities.

It took up to April 2010 to obtain all the budgetary clarifications to enable the PM resume project activities. This was mainly because budget balances for Years 1 and 2 appeared not to have been carried forward to Year 3. While some budget lines indicated over-expenditure, follow-ups showed that no activities had been conducted under them. These clarifications were completed by September 2010 when project activities started in earnest. Most activities however, took off in October 2010 when the PM returned from a working tour of Southern Sudan.

The major weaknesses at this point were:

- a) Four sites for pans were identified in the first year but not surveyed or technically assessed for suitability. Some of those developed have been found to be poorly sited and might not hold water due to excessive seepage and small catchment.
- b) Study for new sites commenced on 25/11/2010 when the recruited consultant was engaged to conduct the study. This mission saw the consultant team which came to survey and conduct a technical evaluation of the identified sites.

Initially, VSFB shared office premises with MADEFO. It has been reported that since neither VSFB nor MADEFO had a project implementation collaboration policy, there had existed substantial confusion over who was in charge of MADEFO staff seconded to VSFB. The establishment of separate offices and the signing of a memorandum of understanding on collaboration have eased this situation.

Further, there were several work environment challenges relating to discipline in the office, work ethic and team spirit among the local staff especially where they appeared to be

politically aligned and well connected. Confidential information would leak and procurement rules breached through conniving. This has been addressed and a realignment of personnel is underway. Hopefully, this will improve the team spirit among the project personnel. It is important that project staff should adopt a culture of acceptance of diversity so that people from different ethnic communities can work peacefully with each other. This would curb potential for leakage of official information and possible misuse of resources.

Due to these teething problems implementation of the work-plan appears to have suffered substantial delays especially for Results 1 and 4.

4.3 Timeliness of Project Activities

There was a delay in conducting the baseline survey (Activity 1.1) which was scheduled for the first two months of the project but was completed in Month 5. Similarly the construction of water structures started only Year 2 instead of the scheduled Months 10-12 of Year 1. Besides, many of the identified sites were not properly analysed for suitability and no geophysical survey was carried out. Overall however, the trainings of water user committees (WUC) and CAHWs went on satisfactorily. The WUC were however formed after facility construction which tended to compromise ownership of the facility. Animal health activities – vaccination campaigns, treatment by CAHWs and community dialogues were conducted as scheduled. The technical assessment of the local partner was not conducted until towards the end of Year 3 when it was scheduled for Months 4-6 of Year 1. This is a serious breach as the results were intended to establish the strengths and weaknesses of MADEFO so that its capacity could be improved to meet the demands of the project. However, some training of two seconded MADEFO staff in use of Excel was conducted before the assessment was done. The NRM officer who was in charge of Result 1 came on board in November 2009 and without proper handing over, yet most of the activities are in Result 1. This led to inordinate delays in the implementation of activities under this result area.

4.4 Level of Achievement of Expected Results

Overall the performance of the various results can be rated as follows:

Table 4.1: Rating of Achievement of Expected Results

Result	Performance rating, %
1.	40
2.	80
3.	60
4.	50

The project planning matrix gives metrics for only some of the activities. The level of achievement of results is summarized in Table 4.2 below.

Table 4.2: Level of Achievement of Expected Results

Result	Status
Result 1: Improved access to natural resources	
1.1 Baseline survey for water and natural resources use	Conducted 3 months later
1.2 Community dialogue meetings at identified sites	Achieved
1.3 Identify and survey sites for water structures	Achieved at end Year 3
1.4 Community meetings to agree on water usage	Achieved
1.5 Train 12 water workers	Achieved
1.6 Construct water structures and monitor impact	Achieved 40%
Result 2: Improved animal health	
2.1 Community dialogue meetings to discuss livestock health system and selection/performance of CAHWs	Achieved
2.2 Train 20 CAHWs on basic health care and disease reporting tools	Achieved
2.3 Development of disease calendar with local CAHWs and DVO	Achieved
2.4 Design a schedule for vaccination and supply of drugs	Delayed
2.5 Conduct workshop to link CAHWs and private drug suppliers	Delayed
2.6 Conduct monitoring visits on animal health and technical support to trained groups	Achieved
Result 3: Improved livestock & livestock product marketing	
3.1 Conduct community dialogues to discuss marketing issues	Achieved
3.2 Support formation of marketing groups /cooperatives	Achieved
3.3 Capacity building training of livestock marketing groups	Achieved
3.4 Conduct workshop to facilitate linkage of livestock cooperatives marketing groups, traders and pastoralists	Delayed
3.5 Conduct early warning briefs to cooperatives groups	Achieved
Result 4: Support local partners	
4.1 Technical assessment of local partner organizations	Achieved end Year 3
4.2 Conduct course for local partners based on needs assessment	Partially achieved ad hoc

4.5 Field Data on Expected Results

Result 1: Improved Access to Natural Resources

4.5.1 Water Department Activity Summary

Partner: Ministry of Water and Environment, Moroto district.

Achievements:

- a) Rock catchments developed at Musas.
- b) Water pans at Kodenyo, Tapac, Lopelipel.
- c) Training of 15 committee members per pan for 4 pans.
- d) Women engagement in pan committees in the ratio 6 women to 9 men.

Nadunget sub-county

- 3 pans – Loputuk, Arengkeju and Acherer
- Trained all 3 water user committees
- Gender balance 8 women to 7 men on average
- Training carried out in water, hygiene and sanitation, communication for conflict resolution
- Training involved action planning, M&E, record keeping and accountability using an MOW training manual.

Rupa sub-county

1 water pan constructed and WUC trained.

Participation:

This involves mobilization and drawing of an agreement where the community contribution is often labour for excavation, sand, hardcore, fencing, tree planting. Community is paid for excavation.

Communities are sensitized about sharing water with the neighbouring communities whether or not they belong to the same ethnic grouping. Neighbours who want the water may be asked to contribute some labour or pay for their livestock to gain access to the water pan which often holds water for 6-7 months.

Challenges in the water sector:

1. The poor site of the pan at Tapac does not allow water to flow into the pan. Solution is to cut an inlet channel to lead runoff into the pan.
2. Population is generally lazy and wants everything for free. They need repeated refresher training to dispel the view that they must be assisted in order for them to make any progress.
3. Most authority is vested in the LC1 and the chairman of the water committee. It has been noticed that politicians' activities and pronouncements often interfere with development efforts and have a disruptive effect because politicians claim that they brought the development.
4. Rural transportation is very difficult as there is no public transport and people have to walk long distances to the shopping centres e.g. Moroto. Government has allocated motorcycles to field staff to deliver technical services. They have also appropriate manuals used in the training.

Direct beneficiaries: There are over 1,000 head of cattle in Nadunget and Katikekile in Loputuk parish. Since there is now free travel between these and the communities around, it is to be expected that livestock trade will thrive and benefits will be realised by the target communities.

4.5.2 Loputuk Water Pan

The Focus Group Discussion at Loputuk was attended by 33 community members among them 4 women. Present were also the pan executive committee members including:

Chairman – James LOREGA

Secretary – Teresa AMATUM

Treasurer – Lochuge LOKWADON

Contribution of Communities in the development of the water pans:

1. Fencing with thorny bushes
2. Planting live hedge
3. Construction of the inlet channel
4. Monitoring and control of water use

Required: A cattle trough so that cattle can drink away from the pan. The group has plans to construct one but require support in form of cement, sand, pipes and in their turn will contribute labour.

The pan serves all the villages around Loputuk and some cattle come from much further now that there is peace. The women of the village can also access firewood and wood for house construction from the hills because there is free movement due to the availability of water.

There is no similar facility within a radius of over two kilometres. An older one close by has failed because it is silted up and the villagers have no equipment or support to dredge it.

Domestic water: There are two boreholes with hand pumps for domestic water supply. When the livestock water pan dries up, they have to share the borehole water with livestock. The borehole has been slightly vandalised and the community has no tools to replace the missing nuts and bolts. However, the trained village borehole attendants can collect tools from the church mission compound, use and return. They have not done this yet.

The pan took three months to build and measures about 25m width by 35 m length. Excavation was done by hand with tools and implements provided by the project. Later these were taken away though they are required for purposes of repair and maintenance of the facility.

The population has very few animals because most have been stolen during raids especially by people from one neighbouring community. For this reason there is resistance to sell or slaughter livestock for food even during times of severe famine.

Appreciation: Community expressed great appreciation for the support from the project. They asked whether they could be supported to desilt and recover the pan which is silted up.

Willingness to pay for water: Community members are not willing to pay for water use and this is not easy to enforce unless pan caretakers have a uniform to identify them as they guard the water pan. This way they can demand that all livestock owners pay for the use of the pan. There is no fee either for using water from the boreholes. There is no source of funding therefore for operation and maintenance (O&M). This threatens the sustainability of the initiative.

Peace: Community members have attended several peace meetings with neighbouring communities but are not in good terms with some of them. They have expressed interest to meet with the Bokora and Pian from the mountains. The Pian are known to sustain a culture of stealing from the Matheniko at night despite the relative calm during daytime. The Bokora come to steal chicken, mosquito nets, and money especially from local brewers, and relief food whenever they know that it has been distributed. From these reports, it appears that there is organised crime in these communities and not just raiding because one is raiding a different community. When they come for “lonetia”, the Bokora name for mosquito net, they have been informed that these have recently been issued. Villagers are convinced that this is organised crime which the government should try to curb.

Reciprocal grazing rights: There are reciprocal grazing rights in place as the community can take their livestock to Nakonyani in Pian and are buying livestock from there to restock their area and to sell to Moroto.

4.5.3 Arengkeju Water Pan

The meeting was attended by 80 villagers among them 36 women. They have a pan committee of 15 person 6 of them women with the executive made up of

Chairman - Lokoru APAOKWARKWAR

Secretary – Charles LOGIL

Treasurer – Machap KOKOI (Mrs)

Peace: Of those present 13 had attended peace meetings called between the Matheniko, Bokora, Pokot, Jie and Pian. A recent meeting agreed that:

1. There shall be another meeting to be held in the grazing area (Nakonyani) in Pian soon.
2. All communities to use the grazing area freely.

Some people had already gone to purchase oxen at the Pian market and had returned unharmed.

Way forward: More and frequent consultations between the different ethnic communities are required for the existing peace to last.

Benefits: People are earning more and livelihoods have improved as one can freely move to sell tobacco, sorghum, livestock (especially shoats) and chicken to Moroto. One can also buy these from the Pian who have more livestock and sell in Moroto. There is free movement between many of these communities – one can travel even to Pokot and sell goods there.

Danger: Used to buy crude waragi from Kangole but this is no longer possible because of the insecurity with the Bokora.

Sustainability:

For these initiatives and the status quo to be sustainable:

1. Training the people on how to hold peace dialogues has been of great advantage to the people as they can now hold fruitful dialogue.
2. The project has contributed immensely to the creation of peace and free movement. Because of this free movement there has been intermarriage between the communities which cements good relations even further.
3. The youth must be occupied so that they do not entertain ideas about raiding other communities for livestock. Economic activities must be found in which they can be engaged. The very young should go to school and the older ones should be farming.

Not done right:

1. When excavating the pan an officer in charge deducted US\$ 12,000 from each of the 20 persons doing the work which was never returned.
2. Man was supposed to bring a bull to have pan cleansed but according to the villagers the pan continues to cause death, abortion and madness due to the evil spirits that dwell in the water because of this act of deceit.

Domestic water supply: There is one borehole which is not sufficient for the entire village and the soldier detachments who guard the community against raiders.

Unsatisfied needs:

1. Crushes where cattle can be treated.
2. Livestock drinking troughs.
3. Dispensary as Loputuk is far away and one can only walk. It is important and necessary to train some villagers and issue them with first aid kits.
4. Tools for desilting the pan. All they used to construct were taken away to Loputuk and Kodonyo.

Benefits and appreciation: Project has brought water, trained CAHW and given them veterinary kits. Community is happy with the project.

4.5.4 Acherer Water Pan

The meeting at Acherer was attended by 25 people among them 6 women and a few youth. The pan executive committee is made up of:

Chairman – Peter Lokamar

Secretary – Raphael Teko

Treasurer- Betty Nangiro

Problem: The greatest problem that the village has is insecurity as diggers of the pan have to be guarded as they excavate. The pan is about 25m x 35 m and payment for work done will be made at completion of the excavation within the next two days after this visit.

Participation: The main contribution of the villagers is fencing. This will be done after completion of construction. The pan will serve even the Pokot and the Pian. Enemies who raid and take away cattle are known to come from Nabulot (Bokora).

Result 2: Improved animal health

4.5.5 Pupu Parish

The community selects persons with good potential as CAHW who are then trained on animal health including:

- Vaccination
- Drug identification
- Disease symptoms and diagnosis

After the training the CAHW are issued with a free treatment kit. They charge for treatment on basis of dosage, e.g. 25 ml for UShs 2000 to treat *peste des petis ruminants* (PPR). Generally the VSFB veterinary officer has set the price for the various dosages of the drugs. The charges are too low and replenishment of the kit a big problem. CAHW admitted that they sometimes treat animals on credit but this for persons they know well and who are unlikely to default on payment. When drugs are about to expire, they are sold to the Turkana across the border, a 2-day walk from the served villages. Payment by the Turkana may be made in cash or in kind (goats, cattle, food etc.). The service is greatly appreciated by the communities.

Benefits:

- a) CAHW able to obtain an income and educate children. One has started a chicken rearing project using these funds.
- b) Community gets quick service for livestock treatment as drugs and attendant available in the village.

- c) CAHW gains skills by training and passes these on to others in the village. This was rated as the greatest benefit of the CAHW programme as these skills are spread among this generally illiterate population.
- d) CAHW are able to treat their own cattle and some have trained their children to do so.

Challenges:

- Activity not sustainable because of low charges for services rendered.
- No means of travel as CAHW has to walk. Bicycles are needed for travel to Moroto and distant villages in the service area.
- There is great insecurity especially due to invasions by people from Kotido (Jie).
- Water shortage as livestock and people share the few available boreholes.
- Diseases of poultry and dogs have not been addressed in the training and composition of the kit.
- Selling price adjustments are impossible as communities are used to one price while the buying price of the drugs keeps increasing.
- Communities are illiterate and used only to particular drugs which they identify by the packaging colours and shapes. There is need to educate communities on different versions and packages of the same drug. Drug companies should send extension staff to educate communities when they introduce new drugs and packaging.
- Often livestock owners do not call for treatment until the animal is too sick to survive.
- Communities are used to free services and are often reluctant to pay for services.
- There is need for fast and easy communication among the various villages for flow of information about sick animals to be received quickly. Since there is mobile network in the area, mobile phones would be an appropriate method.
- Some livestock owners not able to afford the drugs and just let the livestock die.
- Insecurity has caused livestock to be moved to protected kraals where army detachments are stationed. This takes away the milking animals and milk is unavailable from homes. The Pokot, Pian, Jie and Bokora pose the greatest threat to security.
- Frequent famine due to crop failure. The evaluation was conducted during a time of great famine.
- The market for the drugs held by the CAHW is often too small for the CAHW to make a living out of treating livestock. Therefore some drugs take too long before they can be sold.
- There is no appropriate storage for the drugs as the kit is a simple bag. Vaccines and drugs that require cold chain storage cannot be maintained within these communities.

Table 4.3: Interviewed CAHW

No.	Village/Parish	CAHW	Male/Female
1.	Pupu	Namakai Nayep	F
		John Loyolei	M
2.	Akuapua	Sabina Kubal	F
		Epetangiro Lokauwa	M
3.	Kaloi	Maria Otiang	F
4.	Kopoe	Losike Apamwe	M

Result 3: Improved livestock and livestock product marketing

4.5.6 Improved Marketing of Livestock and Livestock products

4.5.6.1 Introduction

The Ugandan government is again looking to the cooperative model to improve farmers' incomes. The government, through its ambitious 'prosperity-for-all' programme encourages subsistence farmers to set up savings and credit cooperatives which will later attract state funding. It has so far committed 20 billion shillings (\$10 million) to the project.

Fred Mwesigye, the commissioner for cooperative development, said the government will remain on the periphery. "The government will only help them build capacity to improve marketing of farmers. The strategy has worked and some of the cooperatives that started small have grown big," he says.

The Uganda Cooperative Alliance is training small farmers to organise themselves into groups with a collective voice. "We want to develop a marketing system that is relevant in a liberalised economy," says Leonard Msemakweli. "The best way to fight poverty is to deal with organised groups of people."

The organisation started out with eight savings and credit cooperatives in 1998 but it has grown to more than 700 societies. "We have learnt from our past mistakes," says Msemakweli, "The cooperative model was mismanaged but it does not mean it is bad."³ It is against this background that this project formulated Result 3 on "Improved livestock and livestock product marketing".

4.5.6.2 Conduct community dialogues to discuss marketing issues

There has been continuous peace dialogue in Katikekile. Several exchange visits between communities have been conducted but there is need to extend this programme to the newly-created districts such as Napak which has existed since July 1, 2010.

³ Godwin Muhwezi-Bonge at <http://www.panos.org.uk/?lid=26160>, reported on 28 January 2009.

Peace negotiations have been consistently conducted and get-together events have taken place including:

- exchange visits
- peace marches
- meetings with the Matheniko, Jie, Pian, Bokora, Pokot and Turkana – 4 have been held at Alamai, Kosiroi, Naitapace and Nakiloro next to the border with the Turkana.

Agenda:

Meeting agenda is mainly grazing rights, treatment of livestock against disease and freedom of movement without attacks on people, raids and theft of livestock. Meetings are attended by 300-1000 persons and bulls are slaughtered as part of a common lunch feast. Sponsorship of the meetings is by VSFB.

Challenges:

Some criminal elements are still active and they have recently stolen 13 calves from Tapac and taken them to Acherer. Others stole 9 goats from Musupo but two of them were arrested. It is generally believed that these are purely criminal elements whose activities are against the dictates of the elders of their communities.

Way Forward:

- a) To organise a large gathering at Nakiloro on the border with the Turkana to bring together the Tepeth, Turkana and Matheniko communities so that they can agree on the common use of the permanent River Nakiloro.
- b) Conduct a sustained campaign to rid the population of illegal guns. A proposal has been prepared by ten elders from the different communities to seek funding for this exercise. The people are generally in agreement that the illegal guns held within the communities pose a great threat as raids would be difficult to eliminate while people are armed.

4.5.6.3 Support formation of marketing groups /cooperatives

Livestock marketing groups have been formed and they are engaged in buying and selling of livestock in Tapac and other areas. A livestock market has been established at Nakiloro on the border with the Turkana of Kenya so that the Turkana can bring their livestock there for sale. The Karamojong have a preference for Turkana bucks.

Livestock marketing groups have been formed each with 20-30 members who are reformed cattle raiders:

Musas	-	1
Tapac	-	1
Lopelipel	-	1
Musupo	-	1

To ensure that group traders are allowed free movement with their livestock, they have been issued with a special identity card signed by the administration which they show to the patrolling army detachments and other authorities so that they are not mistaken for cattle rustlers.

Women and youth groups have been formed each with 20-30 members and these meet every Saturday to contribute into the share capital kitty and borrow from the same. They maintain their deposits in a deposit box at a school or church as banking facilities are not available in the villages. They have been registered as Village Savings and Loan Associations (VSLA).

In addition to these registered groups, women maintain Rotating Savings and Credit Associations (ROSCA) in the villages. This is more prevalent in South Division where brewing marwa (local sorghum brew) is the main women's income generating activity.

Karachona Youth Group's main activity is to procure the local liquor (waragi) from Moroto and sell it in the villages. The following Savings and Credit Cooperative Societies (SACCO) were formed earlier but have grown more active with the involvement of the project. Each has a membership of 300 – 500 members:

- Tepeth SACCO – Active in Katikekile.
- Nadunget SACCO – Active and with a startup capital of 10 million.
- Moroto SACCO – active in Moroto town and has a start-up capital of US\$ 100 million.
- Kipturkai SACCO – active in South Division and has a start-up capital of US\$ 10 million.
- Rupa SACCO – registered but not active.

The project applies the following method for cooperative formation:

- Sensitization and training
- By-laws are drafted and signed
- By-laws are forwarded to the Commissioner of Cooperatives
- Commissioner issues a temporary or permanent registration certificate depending on the degree to which the requirements have been fulfilled.

4.5.6.4 Case Study: Nadunget Butchers' Association

It was formed in 1998, became very active in 2007 and currently has 160 members of which 68 are active members among them 5 women. The men members are reformed warriors who have laid down their arms and now live in harmony with the Pokot and the Turkana of Kenya. The cooperative has been linked to the national SACCO movement and has been advanced US\$ 100 million as basic capital. Over and above the membership fee of US\$ 10,000, members also regularly contribute US\$ 3,000 monthly each which must be remitted before the 7th day of the month. At the time of this evaluation the association had US\$ 3.6

million in the bank from which they could borrow for their trading activities. The livestock association is also registered as a cooperative and can buy and sell livestock across borders.

The activities of the members include buying and selling of livestock and cereals and running a flour mill. They have been trained through the project on how to conduct trading in livestock and livestock products, and to keep records though the majority of the members are still illiterate. Members are loaned a maximum of US\$ 100,000 which they repay after 2 months with a 10% interest (i.e. as US\$ 110,000). Of the 13 loans so far advanced, 8 are in arrears mainly for reason of traders' livestock being stolen in cattle raids. In such circumstances, the association allows the affected traders to repay in small instalments. The association management portrayed a strong desire and firm leadership in the management of their revolving fund. Prices reported of the various livestock are shown in Table 4.4 in US\$.

Table 4.4: Indicative pricing of livestock for slaughter in Moroto, November 30, 2010 (Uganda Shillings)

Animal	Medium	Large	Abattoir charge	Dressing
Goat	40,000	130,000	3,500	1,000
Sheep	30,000	70,000	3,500	1,000
Steer	400,000	800,000	6,500	6,000

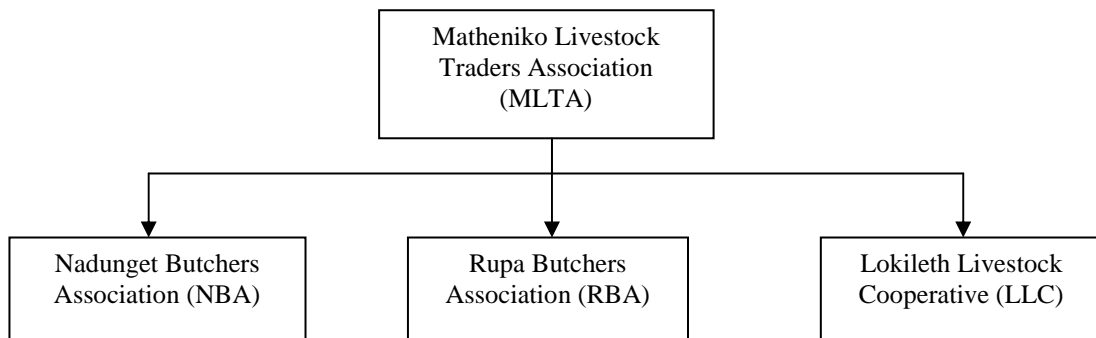
Indicative gross margins are about US\$ 5,000 per shoat and US\$ 30,000 per steer.

Some of its members have been to Mbale on an exchange visit where they were exposed to livestock trading. Through their instigations, the slaughter house they use in Moroto has been greatly improved through Cooperative Development (CD) Foundation assistance by installing rails and hooks for moving livestock carcasses. The structure of the cooperative movement in the project area can be sketched as shown in Figure 1 where MLTA represents the structure at the County level as the umbrella organization of the three sub-county level associations.

They reported that the proceeds they obtain from their trading go into education for their children, food for the family, housing using modern materials (corrugated iron/tin roofs etc.), purchasing sorghum for resale and general expenses.

The association needs more funding so as to lend to progressive traders and means of transport to enable them collect livestock from the villages. Currently all market-bound livestock has to be walked often for tens of kilometres.

Figure 4.1: Current status of Livestock Marketing Groups/Cooperatives



4.5.6.5 Capacity building training of livestock marketing groups

Capacity building training has been conducted with focus on book-keeping, integrity in leadership and honesty in running public affairs, accountability and use of funds obtained from trading. Some of the members of the trading groups have constructed semi-permanent residential and commercial structures within Moroto municipality. The change in the life styles among the reformed warriors has attracted more warriors to lay down their arms and adopt a new life-style as reformed persons. The trained group members are preaching peace among the communities so that livestock trade can thrive.

4.5.6.6 Conduct workshop to facilitate linkage of livestock cooperatives marketing groups, traders and pastoralists

Traders have conducted exchange visits – have been to Lodwar and Lake Turkana to see how communities there conduct their affairs.

Members of these cooperatives can access loan funding from their cooperative and use it to trade in livestock. Ordinarily, livestock is procured in the market place in the presence of the LC1 who certifies the origin of the livestock as some could be stolen livestock. Certification means issuance of a letter stating that these cattle have been legally acquired and that their source was a genuine seller. This tracking system where both the seller and the buyer must have a certificate of origin is operating in the entire project area.

4.5.6.7 Conduct early warning briefs to cooperatives groups

Early warning briefs are conducted for:

- Paying back of the cooperative loans as some borrowers tend to forget when the instalments payments are due. Delays in remitting repayments leads to accumulation of interest which makes it difficult for the borrowers to repay.
- Raids – as some of the traders may be caught with their livestock which are then taken away in the raid. Several members have lost their livestock this way and have been unable to repay their loans as scheduled.

Challenges:

- Accessing the communities as the district has very poor roads and in some places no roads at all to link the various communities. During the rains, it becomes impossible to cross swollen rivers as there are no bridges. During seasons of intense farm activity e.g. cultivation, planting etc. it is also impossible to gather pastoralists for training purposes.
- Insecurity due to cattle-rustling is a serious problem.
- Attitudes – there is a general resistance to the cooperative idea among the people.
- Loan default rates are high among men borrowers but women pay back their loans efficiently.
- The nomadic way of life of the people means they are not in the same place so that they can be accessed for training and other activities.
- Movement in search of livelihoods such as to Lopelipel where there is limestone and marble mining. There is also gold mining by open casting in Rupa sub-county.
- The current exercise of disarmament is driving people away as they are afraid of being arrested and tortured during the ‘cordon and search’ operations intended to produce illegal fire arms. Sometimes they are caught in their homes.
- During periods of famine, people move away from their locales in search of food.
- Illiteracy as most of the target population cannot read and write. They cannot therefore record their transactions and have always to ask someone else to read for them.
- Competition has increased in the livestock trade as other ethnic communities want to share in the meat trade, among them the Teso and Bagisu.

4.5.6.8 Challenges faced by the Veterinary Department

- Drought leading to movement of livestock and making it difficult to keep track of their location.
- Insecurity making movement of technical staff difficult.
- Rough terrain that makes it impossible to reach some villages where livestock for sale may be available.
- Shortage of professional veterinary staff at VSFB and the district office.
- Logistics as the district office has to depend on the VSFB for transport and other logistics to make monitoring visits to the sub-counties.
- Low government funding and therefore unavailability of funds for facilitation of trainings etc.
- Long periods needed for people to change their attitudes to embrace livestock culling, selling and trading as they have always viewed livestock as wealth.
- Access to water and pasture throughout the year is a major challenge. Livestock movement in search of these is an inevitable disruption to veterinary activities.

4.5.6.9 Recommendations

- Project activities should expand to other districts such as Napak where the private sector has been active with the support of CARE international who have sensitised communities about the need for cooperatives. CARE has also provided metal savings boxes and are credited with introducing VSLA in the area.
- More intense exchange visits are necessary. It is proposed that these should be organised with communities in Kitale, Kenya so that the Karimojong can learn from the Kenyans.

Result 4: Support to Local Partners

Result 4: Support local partners

4.5.7 Local partner organizations

4.5.7.1 Partner Network

The project has established a wide network of local partners who include:

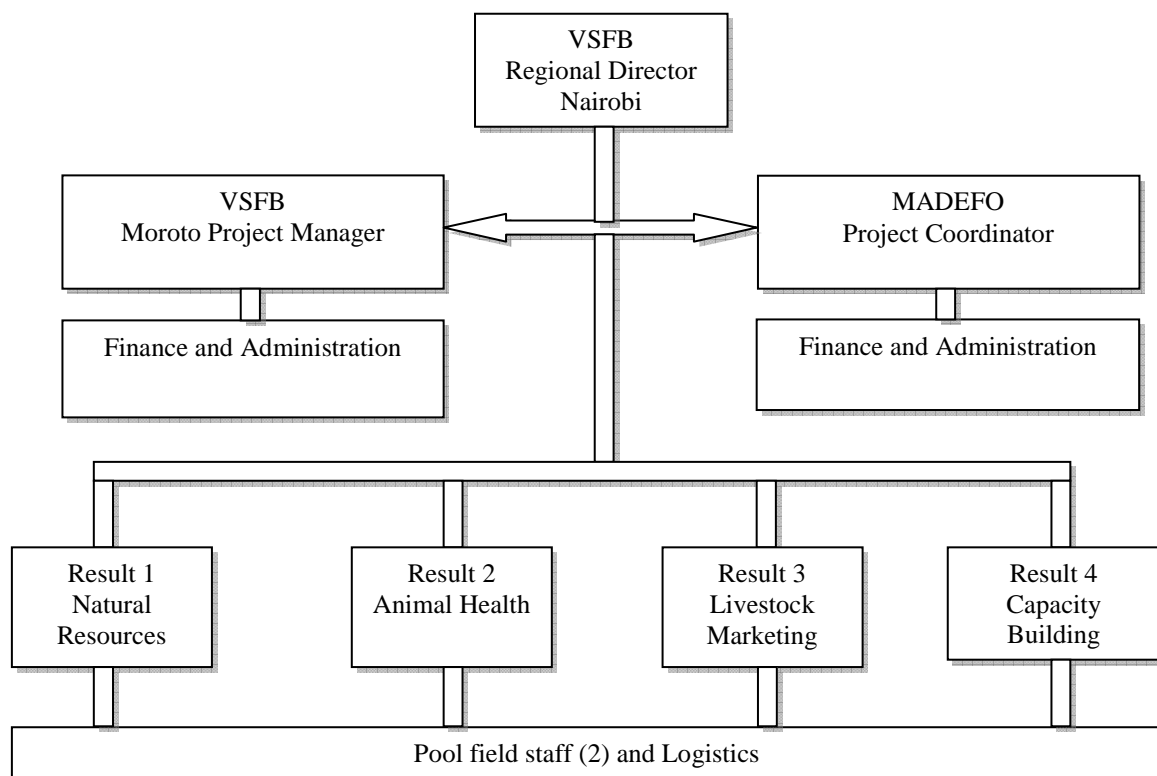
- Protos – This is a Belgian NGO which is funding 20% of the entire project budget for 18 months from December 2008 to May 2010. A Protos monitoring mission visited the project in March 2010.
- Joint Efforts to Save the Environment (JESE) – Involved in joint training in water and sanitation. JESE is a partner with Protos on projects in Port Portal, Uganda. In October 2010, JESE submitted a proposal on Capacity Building Support in Water and Sanitation Training to VSF in Moroto. They have participated in several trainings though no formal arrangement exists between the partners.
- Government Departments - Water, Production, Commercial, Cooperatives, SACCO groups and marketing groups
- Chief Administrative Officer (CAO) – All NGOs operating in the area are bound to report to the Assistant CAO; district disaster management committee (DDMC) which is made up of all the NGOs, civil society organizations, UN agencies, societies, government departments with UN-OCHA taking the lead though is in the process of pulling operations out of the region and only 2 of its staff members are on the ground. No meaningful meeting has been held over the last four months.
- FAO – involved in supply of livestock drugs and vaccines.
- PACT Kenya – Through their PEACE II programme are engaged in peace initiatives along the border with Kenya where they fund Peace Dividend projects aimed at encouraging sharing of natural resources among neighbouring communities.

- MADEFO – this is the main partner. To strengthen its operations and acceptability among the catchment communities, it is important that their staff recruitment maintains ethnic balance. Currently VSFB pays the salary for the Finance Manager. He was recruited nationally through CORDAID who are a bigger financier of MADEFO projects. It is expected that this position should be effective in financial control. The main difficulty has been delays in reporting by MADEFO and release of funds by VSFB Nairobi to MADEFO to carry out its allocated activities.

The project is currently exploring possibilities for partnership with:

- Oxfam – are operating in Kotido and engaged in pastoralism policy development and natural resource use. As the project expands towards Kotido, there is need for a wider spectrum of partnerships.
- WFP – now shifting emphasis from giving food to supporting crop production through issuing of planting materials (cassava cuttings, sorghum seed etc.)

4.5.7.2 VSFB and Project Organization Chart – VSFB



VSFB Assets:

- 1 pickup double cabin truck.
- Computers, printers etc.
- Own rented office premises

- Internet connection via VSAT

Problems:

- Many of the printers are unserviceable
- Very expensive to use vehicles for hire especially in periods of intense field work
- Sometimes hired vehicles unreliable and may delay scheduled activities

Initial preparation:

- Communities not well prepared for the project
- Community participation obtained only after mobilization exercise
- Community not involved in selecting the intervention areas and planning the project
- The elite among the community suspected to engage in unlawful acts such as organizing raids out of which they obtain cattle and sell.

4.5.7.3 Exit Strategy

- i) Already prepared. The strategy envisages the following:

Short term strategy

- To accelerate implementation activities which have been delayed for more than one year and gradually but urgently to hand over the responsibility of the project from VSFB to MADEFO.
- Enable the two organizations to harmonize and implement more effectively their operations relating to current and future projects.

Long term strategy

- To strengthen the institutional capacity of MADEFO for effective project management. This should be guided by the capacity assessment report findings.
- To promote and sustain project activities in terms of benefits to target beneficiaries.

Key Aspects to be handed over to MADEFO

Activities will be implemented according to the project document. The handover of activities will be carried-out step-by-step and component by component.

- Result 1: Lead by VSFB with staff from MADEFO
- Result 2: Initially lead by VSFB with staff from MADEFO. Later hand it over entirely.
- Result 3: MADEFO to take lead
- Result 4: Management – VSF-B

The activities will be reviewed before implementation by clearly defining all activities with milestones and measurable indicators. Regularly during the implementation, the activities will also be reviewed prior to final handover of the project to MADEFO. This will be conducted by staff of the two organizations with support from suitable resource persons.

- ii) A recent initiative to brand cattle by using a radio detectable bolus has been launched by the Minister for Karamoja Affairs and is already underway to cover the first 200,000 head of cattle.

4.5.7.4 Matheniko Development Forum (MADEFO)

MADEFO has its own office compound and has collaborated on KLDP I implementation for the last three years. At first the nature of collaboration was unclear but later a Memorandum of Understanding was developed that gave clear stakes to the partners. MADEFO has collaborated with VSFb before with the Karamoja Livelihood Support Programme (KLSP) during 2007-2008 for 24 months. Many challenges were noticed then including:

- a) Difficulties in reporting
- b) Poor finance management

Collaboration was a good teaching experience for MADEFO.

Table 4.5: MADEFO Staffing Levels

No.	Position	Filled	Incumbent Qualifications	Terms	Up to
1.	Programme Coordinator	√	Dip. Admin. & Dip. Conflict Mgt.	Contract	Sept. 2011
2.	Finance Manager	√	B.Com. Fin Mgt.	Contract	March 2011
3.	Accountant	√	UDBS	Contract	Sept. 2011
4.	Admin. Assistant	√	Cert. in Stenography	Contract	Sept. 2011
5	Livelihoods/ Disaster Risk Reduction Officer	√	BA SS	Contract	Sept. 2011
6.	Community Development Officer	√	BA Micro Finance	Seconded to VSFb with ICRD project	June 2010
7.	Community Dialogue and Training Officer	√	BASS	Seconded to VSFb with ICRD project	June 2010
8.	Water Resources Officer	√	Dip. Water Engineering	Giving support to ICRD and KLDP	Dec.2010
9.	Livestock Extension Officer	√	Dip Animal Husbandry	On an upgrading degree course in Animal Science	Not determined
10.	Community Field Assistant – Nadunget Sub-county	√	Dip. SWASA	Not regular	
11.	Apiary Development Assistant	√	‘A’ Level with trainings in apiary	Contract	Sept. 2011
12.	Community Field Assistant – Rupa Sub-County	√		Contract	Sept. 2011
13.	Driver	√		Temporal basis	
14.	Security Officer 1	√		Contract	Sept. 2011
15.	Security Officer 2	√		Hired Feb. 2010	Not determined

Shortcomings:

- a) Capacity assessment of the MADEFO conducted towards the end of the project instead of the beginning.
- b) Intervention not well articulated at the beginning as roles and responsibilities were unclear.

The key role of MADEFO is to support local initiatives intended to improve livelihoods. KLDP was drawn towards the end of KLSP and was intended to commence in 2008 but was not possible due to the very high turnover of senior staff at VSFb Moroto office. However MADEFO was steady all this time.

KLSP MOU with MADEFO was not elaborate and implied a Junior/Senior partner relationship. Negotiations on an appropriate relationship with KLDP took one year to finalise. It was signed in April 2009 and implementation of activities started in August 2009.

Problems:

- a) Partner was not consulted or involved in any way in the development of the proposal
- b) MADEFO allocated on € 39,000 over a 3-year period sufficient only to meet the budget for staff (60%) and administrative costs (40%).
- c) Budget though allocated was not shifted to MADEFO for control and accountability but instead is accessed from VSFb regional office as a recovery drawing.
- d) Remittances are often late and have often caused delays of planned activities.
- e) MADEFO leading mainly in Result Area 3 which is marketing of livestock and group development.

Benefits for the partnership:

- a) Staff gain is proficiency: Skills development in project planning, budgeting etc. because of involvement in activities.
- b) Water sector activities that had all along remained outside the sectoral operational area of MADEFO have been included. Capacity has been developed in this sector.
- c) Visibility in the project area.

Earlier challenges:

- a) Poor communication between the leadership at MADEFO and VSFb.
- b) MADEFO staff seconded to VSFb became more answerable to VSFb instead of their original employer.
- c) VSFb poached some staff from MADEFO so weakening the organisation.
- d) Bureaucratic delays in decision-making at the VSFb Nairobi office delayed activities.
- e) Financial management was weak but now a Finance Manager whose salary is fully paid by the project is stationed at MADEFO.
- f) Both MADEFO and VSFb did not have a partnership policy and this is now in its formative stages.

- g) **Budget:** Only € 9,000 for excavation of 6 water pans and this is not realistic. So far only 3 completed and budget is exhausted. Cost estimated should be € 6000-7000 for each water pan.
- h) Practice of secondment of staff not mutually beneficial because MADEFO is withdrawn from internal operations and this leads to an overload on those left behind.
- i) Secondment meant only passing on the staff of the seconded staff to MADEFO and no other support. No gains on the part of the organisation.

Recommendations:

- a) Streamline disbursement of funds as delays in remitting taxes give the organisation a bad name with the tax authorities.
- b) Improve the budget of KLDP II which supports only the livestock officer with a 50% share of their salary for 3 years – a total of € 24000.
- c) Avoid having to micro-manage MADEFO – it is better to allocate them a budget and allow them to perform and report accordingly. Regular monitoring of their performance should be part of the normal project monitoring and evaluation process.
- d) Let MADEFO personnel operate from their premises instead of having them seconded to VSFB and moving their office for the period of the project.

Critical Capacity Gaps:

The Capacity Study notes that MADEFO has received external support particularly from development partners and has undergone numerous evaluations and assessments with recommendations yet not much action has been taken to implement these recommendations. Some of the gaps pointed out are:

- i. There is no clear organizational policy to facilitate correct communication, delegation and reporting flows. In addition, there is no system of handing over office when a staff leaves the organization and this has affected the smooth continuity of programs.
- ii. The existing operational manuals are not comprehensive and operationalised. For instance, the chain of command (communication, delegation, and reporting flows) are not clearly identified within the organization. Compliance with the human resource policy is irregular; some employees are not familiar with it and hence do not use it-operation.
- iii. Job descriptions exist for all the (16) permanent staff but are not clear in regard to specific performance requirements, or are not used regularly as a basis for performance reviews.
- iv. MADEFO has never conducted staff performance appraisal despite the numerous recommendations from a number of assessments. Capacity training needs are only identified during organizational assessments/evaluation of projects.
- v. There is no team work within the organization. In addition, there is lack of will and attitude to change among staff and board members.

- vi. Secondment of staff to partner organization-VSFB is done without prior planning and hence heavy workload to delegated staff.
- vii. There is no bank account for the staff provident fund. The organization operates only a pool bank account for all projects at Stanbic Bank, Moroto.
- viii. There are inadequate tools and equipment - e.g. no computers and transport for the natural resource and water department.
- ix. Staff meetings are irregular.

5. EFFICIENCY

5.1 Utilisation of Funds

Flow of funds from the RON has been reported to have been slow throughout the project period. For example, between June and September 2010, both VSFB Moroto office and MADEFO did not receive any disbursements from the RON. These delays made implementation of project activities uncertain and slow. The project spent 93% of its budget for years 1 and 2 carrying forward € 30,324 into Year 3 to boost the Year 3 budget to € 284,507. As at September 30, 2010, 63% of the assigned Year 3 budget had been spent. The project is on course to utilise its entire budget.

5.2 Utilisation of Human Resources

A high turnover of project managers has been reported elsewhere in this report. There was also friction between the project management and the management of MADEFO before an elaborate MOU was eventually signed. However, this MOU does not apply to the next phase of the project and similar problems may recur unless they are addressed early in the project.

5.3 Monitoring, Evaluation and Supporting Activities

During the entire Phase I of the project the VSFB operations have been controlled by the Regional Office in Nairobi (RON) as there has been no country representative for Uganda. In 2009, monitoring missions by the RON, supervision missions by the donor Brussels office, audit missions from Nairobi and donor representative missions were conducted as follows:

Table 5.1: Monitoring Missions

Date - 2010	Mission	Purpose
4 th - 6 th May	Regional Director	technical backstopping
20 th July	Regional Director	technical backstopping
29 th Sept.-1 st Oct.	Regional Program Coordinator	technical backstopping
5 th - 9 th Dec.	Regional Technical Advisor	technical backstopping
4 th - 6 th May	Executive Director	programme review
01 st -13 th Nov.	Eric Chemei	internal audit
20 th January	Bruno Minjauw, FAO Regional Emergency Office for Africa	monitoring of RDD
20 th Jan.	Priscilla Amiri, ECHO Nairobi	monitoring of RDD
06 th May	Bernard Crabbé, European Commission Uganda	preparatory KLP study

In addition to these there were several other missions within the year from several different organizations which came to the project for consultations.

6. IMPACT

6.1 Positive Influence

The project has had positive influence in:

- Creating a culture of tolerance of people from different ethnic communities
- Agreeing to sharing of resources and peaceful coexistence
- Realisation that there has to be mutual dependence and trade between people of different ethnic backgrounds
- Creating awareness in the need for repair and maintenance of water structures
- Creating the realisation that there are alternative livelihoods for reformed warriors
- People have learned from other communities during exchange visits on how to earn a living without the need to conduct cattle raids.

6.2 Negative Influence

With the incomes earned from trading, there have been a few cases of irresponsible drinking. However, other than this, no remarkable negative influences of the project were found.

7. SUSTAINABILITY

Result 1:

Community dialogue meetings are sustainable only for as long as communities are willing to meet the costs of their own lunch. This commitment should be sought as a minimum before the project comes to a close.

Water structure operation and maintenance is sustainable if individuals assigned the duties of controlling water use are committed. This commitment can be guaranteed by giving them a token of appreciation or a fee. Without this, there is the possibility that the community will assume the position of “all are responsible” which often means that “no one” is responsible.

Communities need their own implements to dredge silted up pans between the rains.

Result 2

The survival of the CAHW and his/her kit depend on the market for their services. As numbers of animals dwindle because they have been stolen or have been driven away to distant protected kraals, the CAHW will lose morale. If the prices of drugs are maintained at very low levels meaning that the CAHW cannot replenish their kit from sales, the service will not be sustainable. There is therefore the need to educate the population about new drugs, new prices and the need to call a CAHW before the animal is too sick to survive even with treatment. A culture of paying for services must be inculcated.

Result 3

Livestock marketing can only thrive in a state of peaceful co-existence between different ethnic communities both within Uganda and with their neighbours in Kenya (Turkana and Pokot). This will be assured by sustained dialogue between these communities. Then livestock will be available and can be moved without disturbance. There is great potential for this to continue as long as the leadership of the communities and the government are committed to disarmament, removal of criminal elements and peaceful co-existence.

Livestock and livestock trading as a business is also sustainable when prices are good, slaughter facilities are available and traders have the funds to sustain the trade. Involvement of traders in cooperatives and groups is a sign that the activity stands good chances of becoming sustainable.

Result 4

MADEFO has firm collaboration relations with CORDAID and VSFB. MADEFO should study carefully the recommendations made in the Capacity Assessment Report and respond to those that appear to be of immediate benefit and easily implementable. It has gained visibility

in the area due to the many activities that it has undertaken in the area and has a good reputation. MADEFO is positioned to play greater roles in future in the development of Karamoja region as a whole.

8. APPRECIATION OF PROGRAMME BY THE BENEFICIARIES

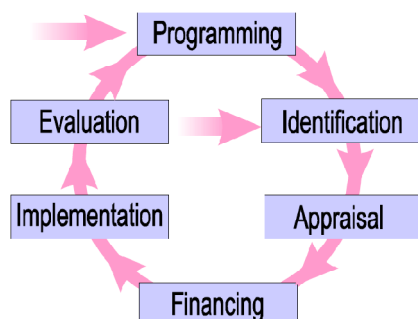
8.1 Appreciation

Beneficiaries reported that they greatly appreciated this intervention and would prefer to see it continue. They reported that cattle could now graze close-by because of availability of water at Loputuk and Arengkeju. They talked about the peaceful situation that has enabled them to go to the hills to collect firewood and building materials, and to Nakonyani (in Pian) to buy cattle for sale in Moroto. CAHWs reported that they were now able to earn a living and send their children to school. Livestock traders appreciated the initiative's training activities and the fact that they had managed to turn their lives around and abandon cattle raiding as a way of earning a livelihood. Many of them are involved in petty trading in Moroto beside their livestock trading activities. The project is therefore a welcome intervention and has been greatly appreciated by the direct and indirect beneficiaries.

8.2 Participation

Participation of the target beneficiaries in the project cycle is essential so that the intervention is immediately accepted and owned by the people. Communities reported that they had not participated in the identification and appraisal of this project. They are however, involved in the implementation of the project. The contribution of communities in the development of the water pans involves:

1. Fencing off the pan with thorny bushes
2. Planting live hedge around the pan
3. Construction of the inlet channel with a silt trap
4. Monitoring and control of water use



There is however need for the community to be more involved in all the stages of the project cycle as shown in Figure 8.1. This would ensure that the initiative is fully owned by the community right from the time of project identification.

Source: ECHO Manual Project Cycle Management, ver. 050617, EC Directorate-General Humanitarian Aid (ECHO), June 2005.

8.3 Lessons Learnt and Recommendations for Future Interventions

This project has taught several lessons out of which recommendations can be made:

- i. It is necessary to introduce a project to the target group at the earliest stage possible such as at preparation stage in order to create a sense of ownership among the population.
- ii. Community sensitization and mobilization for participation in project activities should be conducted as the first activities during implementation.
- iii. Detailed estimation of costs of works should be undertaken at project preparation so as to harmonise the budget for attainment of all planned activities.
- iv. Partners should be assessed at the earliest possible opportunity so as to gauge their capacity to play their assigned roles.

9. ANNEXES

9.1 Terms of Reference

VSF Belgium Karamoja Livestock Development Project Phase I - End of Phase 1 Evaluation

Country: Uganda

Location: Matheniko County, Moroto District, Karamoja Region

Project to be evaluated: “Karamoja Livestock Development Project Phase I”

I. Background

The Karamoja ‘cluster’ is a term used to describe the pastoral and agro-pastoral ethnic groups in an area comprising north-eastern Uganda, north-western Kenya, southern Sudan and south-western Ethiopia, most of whom share a common language, culture and land area.

The communities that constitute the Karamoja cluster include: Turkana, Matheniko, Bokora, Pian, Dodoth, Nyangatom, Didinga, Merille, Toposa, Jie, Tepeth, Acholi, Labwor and Upe.

In Uganda, Karamoja region covers 27,200 Km² semi-arid plain, with an average rainfall of 500-700 mm per annum, variable in space and time. The environment is classified as in disequilibrium, where vegetation in areas not receiving rain for two or more years is able to regenerate rapidly when it receives adequate moisture.

There is a limited amount of acacia/commiphora forest in the higher ground to the east of Moroto, which is the Regional Headquarters, but the vast majority of the district can be classified as semi-arid savannah covered with seasonal grasses, thorny plants, and occasional small trees.

The Karamoja region is characterised by a combination of acute poverty, vulnerability to drought, poor infrastructure, basic social services delivery, limited marketing opportunities, especially for livestock, natural resource degradation, social and cultural marginalisation, long-standing dependency on external aid and most importantly, chronic insecurity.

The region is the least socially and economically developed in Uganda, even among the generally poor parts of Northern Uganda as a whole.

Due to the aridity, extensive livestock keeping is the principal economic activity within the district. Livestock are kept primarily to sustain livelihoods through milk, meat and barter; the sale of livestock is only of secondary importance.

The livestock keeping system, which is exceptionally well adapted to the disequilibrium environment, is hindered primarily by the chronic insecurity (which has its basis in a tradition of cattle rustling) of the area, but also by poor access to water in the dry season, poor quality

of available forage, high incidence of contagious diseases and limited access to veterinary services.

Whereas the prevalence of diseases, poor access to water and poor quality of the available forage limit the possibilities for breed improvement, the conflict provides an active disincentive for breed improvement as families do not want to draw attention to their herds.

Vétérinaires Sans Frontières (VSF) Belgium, is an international non-governmental organization with a mission to improve the welfare of vulnerable populations in developing countries, through improving animal health and production.

VSF-Belgium is officially registered as an NGO with the Belgian Government and operates in several African countries. The Karamoja Livestock Development Project (KLDP) focuses on addressing insecurity and inadequate access to grazing and water for optimal animal health and production.

II. Objective

The overall objective of this End of Phase I evaluation is to assess and document the benefits and impact of the Karamoja Livestock Development Project on the social and economic status, welfare and livelihoods of the intended direct and indirect project beneficiaries.

This will involve assessing and documenting the project's contribution to improving the livelihoods of the direct and indirect project beneficiaries. The evaluation will include identifying the impact, changes, timeliness, coverage, appropriateness and connectedness of the project, highlighting key lessons learned in the current phase and recommendations for improving the future structuring of interventions.

III. Scope and focus

The broad terms of reference include the following:

1. Measure the extent to which the programme's objectives to improve the social and economic status of households in the targeted areas have been achieved;
2. Provide VSF Belgium and donors with information on how the program interventions have contributed to livelihood security of the targeted households;
3. Verify indicators and indicator values in KLDP II Second Phase (2021-2023) proposal.
4. Inform future design of similar interventions by VSFB and provide the staff with a learning opportunity.

The evaluation will focus on the operational approach, the implementation process and the performance of the programme.

Specifically the evaluation must give answers to the following questions:

- i) Did expected results fulfil the needs identified prior to the intervention? (relevance)
- ii) Do expected results meet the major current needs? (relevance)
- iii) Does the program cover the initially targeted population? (coverage)

- iv) Has the project appropriately targeted the right beneficiaries and the deriving villages? (relevance and coverage)
- v) Are the project activities timely implemented as planned? (effectiveness of work plan implementation)
- vi) Is the project on course to meet expected results? (effectiveness)
- vii) How are the resources being utilized in the course of project implementation so far? (efficiency)
- viii) Are the results of activities sustainable and to what extent?
- ix) What negative or positive End of Phase I influence of the project is already foreseen? (impact)

Finally, the evaluation should also assess the appreciation of the program by the beneficiaries as well as their participation at various levels of the project management cycle.

The estimated duration of the assignment is fifteen (15) working days.

IV. Evaluation process and methods

Evaluation methods to be clearly outlined in the report and their appropriateness, relative to the evaluation's primary purpose, focus and users, explained pointing out the strengths and weaknesses of the methods. A description of the overall flow of the evaluation process (i.e. sequence of the key stages) should be given in the evaluation report. The evaluation approach and the methods used to collect and analyze data should also be described. The nature (e.g., external or mixed) and make-up of the team (e.g. sector expertise, local knowledge, gender balance) and its appropriateness for the evaluation should be outlined.

The evaluation report should outline the sources of biases that might affect the evaluation and how these have been addressed.

The evaluation report should also present the key constraints to carrying out the evaluation (e.g., lack of baseline data, lack of access to key information sources, use of translators), and the effect of these constraints.

Whenever secondary sources will be referred to, the evaluator should indicate the level of reliability of the given information.

After the field work, the evaluation team will present and discuss with the project team the preliminary findings and the proposed recommendations.

A first draft of the evaluation report should be shared with VSFB before a final version is submitted incorporating all the comments.

V. Deliverables

The evaluation report should include at least:

- Three bound hard copies narrative report (max 40 pages) including an executive summary (2 pages maximum) and a soft copy submitted to the Regional Technical Advisor.
- A separate table summarizing the main findings and the lessons learned.
- A separate table showing the different recommendations and tips for their implementation (who will be in charge of implementing these recommendations, when? dead line? necessary means? who will be in charge of checking that the recommendations are being implemented and when? etc.).
- Relevant maps and photographs of the assessed zone and programme.

VI. Documents of reference (on request only)

1. Project document (KLDP1)
2. Last two annual reports (2008 and 2009) to the donor
3. Current organizational chart
4. Last Activity Progress Update of the programme
5. Proposal document for KLDP II (2011-2013)

VII. Qualification of the Lead consultant

- Relevant University degree
- Minimum 5 years of proven experience with NGOs
- Proven experience in similar evaluation context (ASAL)
- Strong methodology and writing capacities

How to apply

Please send your proposal, highlighting the following:

- A brief introduction of bidding firm or person attaching relevant CVs
- Your understanding of the Terms of Reference
- Proposed methodology and approach
- Proposed work plan and budget
- Your availability

All relevant information (CV, cover letter, copies of testimonials, certificate of works and 3 contact references) should be sent to recruitment@vsfb.or.ke before midnight on Sunday 19th September 2010.

Please indicate the consultancy you are applying for in the title of your email.

Only short-listed applications will be contacted.

Source: www.kenyan-jobs.com

9.2.1 Project Planning Matrix (Logical framework) for KLDP I

	Description	SMART Objectively Verifiable Indicators (OVI)	Control tools & methods	Major Assumptions
Global Objective:	<i>Improved wellbeing of livestock keeper households.</i>			Stable security situation, Political climate of Uganda conducive for project implementation Prolonged drought does not occur. Widespread livestock epidemics do not occur.
Specific Objective:	<i>Decreased vulnerability of livestock-based livelihoods to drought.</i>			
Interim Results:	Result 1: Improved access to natural resources	At least three reciprocal grazing agreements agreed and implemented between different clans by the end of the project.	Initial situation against situation at the end of the project, evidence of verbal or written reciprocal grazing agreements, free movement of residents, security updates reports	
		At least four (4) water structures constructed in strategic locations which in conjunction with reciprocal grazing agreements will increase accessibility to pasture by providing water for up to 2 months into the dry season.	External interim monitoring study and final evaluation, evidence of Kraals cooperating over the use of constructed dry-season water sources.	
		Increased secure access to grazing resulting from the above grazing agreements.	Studies before and after the project with communities as well as numbers of reported resource-based insecurity incidences, evidence of Kraals, cattle raids reported, security updates	

	Result 2: Improved animal health	Decreased livestock deaths due to diseases.	Studies before and after the project with communities as well as numbers of reported resource-based insecurity incidences.	
		Increased availability of milk in both the wet and dry season.	Studies before/ after the project with communities as well as numbers of reported resource-based insecurity incidences.	
		Decreased number of livestock abortions.	Studies before and after the project with communities as well as numbers of reported resource-based insecurity incidences.	
	Result 3: Improved livestock and livestock product marketing	Increased planned sale of animals prior to the dry season.	Before and after studies., market data, reports from district commerce office, cash flow and number of traders recruited into the business	
		Increased sale of animal products including hides, skins and milk.	Before and after studies. market data, reports from district commerce office, cash flow and number of traders recruited into the business	
		Increased contribution of livestock to the household economy.	Before and after studies, market data, reports from district commerce office, cash flow and number of traders recruited into the business	
	Result 4: Support to local partners	Both MADEFO and KLDF have working and acceptable financial and administrative systems. This will be measured through yearly partner audits.	Before and after studies.	
		Both MADEFO and KLDF have the technical expertise to develop and implement innovative livestock development programmes in future	Before and after studies.	

9.2.2 Project Planning Matrix (Logical framework) for KLDP II

Title of the Action	Karamoja Livestock Development Project (KLDP) Phase II			
Principal Objective	Enhancing livelihoods sustainability for smallholder farmers through the optimization of farming systems.			
	Intervention Logic	Objectively Verifiable Indicators	Sources of Verification	Risks and Assumptions
Specific Objective	Decreased vulnerability of livestock-based livelihoods to disease and drought	At least 50% of beneficiaries believe that animal husbandry has contributed positively to increase their income and their food security and to reduce their vulnerability The value of the Human Development Index (HDI) is improved by 5%	Project evaluation Documented changes in the HDI and analyses of the World Food Programme	
Result 1	Improved and Sustainable Access to Animal Health Services	Livestock production of beneficiaries increased by 25% by year 3 of project implementation IOV not specific, the increase of production could result from other result At least 50% of beneficiaries believe that animal health service delivery has improved and is positively impacting on livestock production and productivity Decreased livestock deaths due to diseases how much Increased availability of milk in both the wet and dry seasons it is not an IOV specific on health activity Decreased Herd abortion index how much	Project reports Surveys Reports of the Ministry of Agriculture, Animal Industries and Fisheries (MAAIF) Project evaluation	Political insecurity in the region does not worsen Authorities demonstrate transparency concerning livestock health Govt policy continues to support Animal health service delivery in Karamoja based on Community Animal Health Workers

<p>Result 2</p>	<p>Improved Livestock Production, Livestock and Livestock Product Marketing</p>	<p>Increased planned sale of animals Increased sales of animal products including hides, skins and milk Increased contribution of livestock to the household economy Number of children in school Number of children in school uniform/number of new school uniforms Availability of sustenance foods (eg. cereals) in the households Availability of luxury foods/drinks (eg. sugar/sodas) in the household Number of improved dairy goats distributed/number of improved dairy goats + progeny at end of project Milk production of dairy goats distributed/ quantities of milk sold</p>	<p>Project reports Surveys Reports of the Ministry of Agriculture, Animal Industries and Fisheries (MAAIF) Project evaluation</p>	<p>Security and access to markets Adequate availability of livestock feed, water and animal health services Improved dairy goat distribution dependent on agreement and funding from a specialised NGO (eg. Bòthar, HPI) able to provide goats and Appropriate husbandry techniques for improved dairy goat production adopted by beneficiary pastoralists</p>
<p>Result 3</p>	<p>Capacity-Building Support to Local Partners</p> <p>How measure these IOV? The IOV must be measurable in year 0, 1, 2 and 3</p>	<p>Local partners in Matheniko and Bokora counties as well as the Karamoja Livestock Development Forum (KLDF) have working and acceptable financial and administrative systems Local partners have the technical expertise to develop and implement innovative livestock development projects KLDF meets regularly with participation of most livestock sector development actors</p>	<p>Annual audits of local implementing partners Number of projects funded /implemented by local partners Minutes of KLDF meetings</p>	<p>Quality staff are retained by local partners Donors remain committed to funding local organisations KLDF provides a forum relevant to livestock development in Karamoja</p>

<p>Activities Result 1</p>	<p>Improved and Sustainable Access to Animal Health Services Follow-up training (5 days x 3 per annum) for 18 CAHWs in the three sub-counties of Matheniko county and for 36 CAHWs in the six sub-counties of Bokora county (renamed Napak district). Supportive supplementary veterinary kits provided to successful graduates of each training.</p> <p>Disease calendar developed in Phase 1, revised, updated and used to design a vaccinations schedule and to inform supply of important and relevant drugs</p> <p>Make use of the budget line “Veterinary support fund” to conduct at least two annual vaccination and treatment campaigns in the three sub-counties of Matheniko and six sub-counties of Bokora</p> <p>Facilitate the formation of nine sub-county CAHW Associations, provide initial training on organisation and running of a CAHW Association and initiate a series of regular CAHW Association meetings.</p> <p>Conduct a survey on veterinary equipment and pharmaceutical supply to CAHWs operating in Matheniko and Bokora counties. Dependent on the outcome, propose a mechanism for ensuring an adequate and sustainable supply of veterinary equipment and pharmaceuticals to meet the needs in Matheniko and Bora counties, and ensure its implementation.</p> <p>Monitor the impact of the above activities on a bi-monthly basis.</p> <p>Improved Livestock Production, Livestock and Livestock Product Marketing Identification and training of beneficiaries (Pastoralist Field School groups, Young Farmers Associations, pastoralist</p>	<p>Means Training delivered by VSF-Belgium in participation with the office of the DVO Supplementary veterinary kits procured and delivered to successful graduates of each training. Developed by VSF-Belgium in partnership with the office of the DVO and Community Animal Health Workers (CAHWs)</p> <p>As prioritised from a consideration of the disease calendar and CAHW workshops, and utilising the CAHW network, supervised by the office of the District Veterinary Officer</p> <p>VSF-Belgium to facilitate in partnership with the office of the District Veterinary Officer</p> <p>VSF-Belgium to implement in partnership with the office of the District Veterinary Officer</p> <p>VSF-Belgium to lead this activity in partnership with local NGO implementing partners and the office of the District Veterinary Officer</p> <p>Local NGO implementing partners to lead this activity</p>	
<p>Result 2</p>			

<p><u>Result 3</u></p>	<p>households on Moroto mountain), in improved dairy goat husbandry.</p> <p>Supervised construction of housing for improved dairy goats.</p> <p>Distribution of dairy goats and follow up monitoring with beneficiaries.</p> <p>Capacity-Building Support to Local Partners Carry out an assessment of the strengths and weaknesses of each partner organisation. This will be used as a basis for identifying targeted training courses.</p> <p>Identify suitable training courses and fund the attendance of relevant personnel from the partner organisations. Suitable courses are expected to range from generic NGO management courses such as finance and project cycle management to more technical courses on pastoralism and livestock. Provide financial support to staff and administration costs directly related to the project.</p> <p>Reconvene together with the Office of the District Veterinary Officer, the Karamoja Livestock Development Forum (KLDF). Develop a charter/ Articles of Association for the KLDF and endorse through the membership Institute monthly meetings of the Karamoja Livestock Development Forum (KLDF).</p>	<p>with technical assistance from Bòthar and VSF-Belgium Local NGO implementing partners will lead this activity, which will be implemented on a project/beneficiary cost-share basis with beneficiary groups/households. Technical assistance will be provided by Bòthar and VSF-Belgium Local NGO implementing partners will lead this activity with beneficiary groups/ households. Technical assistance will be provided by Bòthar and VSF-Belgium</p> <p>VSF-Belgium to lead this activity as a participatory process It will be the responsibility of both partners to ensure that suitable people attend the relevant courses. VSF-Belgium will assist in finding suitable courses and will retain overall responsibility for ensuring that courses attended are relevant to the organisations needs VSF-Belgium to allocate budget to provide essential financial support VSF-Belgium together with the Office of the DVO to lead this activity VSF-Belgium together with the Office of the DVO to lead this activity</p>	
-------------------------------	---	---	--

9.3 Travel and Work Schedule

<i>No</i>	<i>Date</i>	<i>Activity</i>	<i>Person Responsible</i>
1.	11.11.10	Agreeing on the timetable	CPM/RD and Cosmus
2.	15.11.10	Signing of contract	Cosmus
3.	16-18.11.10	Preparation, agreeing on methodology and setting up of data collection tools	CPM/RD and Consultant
4.	19.11.10	Flying from Nairobi to Kampala	Cosmus
5.	20.11.10	Road travel from Kampala to Moroto	PM Moroto
6.	21.11.10	Moroto field visit planning meeting	PM Moroto
7.	22-29.11.10	Field data collection	PM/Consultant
8.	29.11.10	Presentation of preliminary findings at Moroto office. Travel Moroto to Kampala by road	Consultant / PM Moroto
9.	30.11.10	Travel Kampala to Nairobi by air	Consultant/Cosmus
9.	1-15.12.10	Write draft report	Consultant
10.	16.12.10	Presentation of preliminary (draft) report at RON office.	Consultant
11.	23.12.10	Submission of Final Report	Consultant

Key:

- RD – Regional Director
- RON – Regional Office Nairobi
- CPM – Country Programme Manager
- PM – Project Manager

9.4 Sources

9.4.1 Resource persons

Name	Position / function
VSF Belgium Regional Office Kenya	
Veronique RENAULT	Regional Director
VSF Belgium Moroto	
Cyrille PISSANG	Country Manager-Uganda
Solomon KOECH	Project Manager
Elijah MUJURI	Natural Resources & Early warning systems Officer
Paul KIDON	Community Development Officer
Emmanuel EMARUK	Livestock Development Officer
MADEFO	
Peter ACHIA	Coordinator
Moses OCHAYA	Finance Manager
Dinah MAYOH	Programme Officer
GoU	
Achila ODONGO	District Production and Marketing Officer
Joshua RIISA	District Commercial Officer
Musa LOWOT	District Water Officer
Beatrice APOLOT	Borehole Maintenance Technician
Collaborators	
Mark LOKWII	Peace Mobiliser Matheniko County
Peter ALUKO	Community Elder Rupa Sub-county
Farmers/Extension Worker Groups	
Namakai NAYEP	CAHW Pupu Parish, Rupa Sub-county
Sabina KUBAL	CAHW Akuapua
Epetangiro LOKAUWA	CAHW Akuapua
Maria OTIANG	CAHW Kaloi Village
Losike APAMWE	CAHW Kopoe Village
Arenkeju Pan Committee and users	
Loputuk Pan Committee and users	
Acherer Pan Committee and users	

9.4.2 Literature

1. Uganda National Development Plan 2010/11-2014/15
2. Project document KLDP I
3. Annual report for 2009
4. Current organizational chart
5. Last Activity Progress Update of the programme
6. Proposal document for KLDP II (2011-2013)

9.5 Interview Guide for the Beneficiary Communities (FGD)

Date: _____ Location: _____ Community: _____

Activity: _____

Level of implementation: _____

Main challenges faced in implementation: _____

1, 2. Project benefits and impacts on the intended direct and indirect beneficiaries

1. Are you a direct beneficiary of the KLDP I?
2. How have you benefited so far?
3. How have you been involved in the activities of the KLDP?
4. Looking at your social status in this community, would you say that the KLDP has improved your status?
5. What has KLDP done to you that you could not have done on your own?
6. Now that KLDP is coming to an end, how will you continue to do the things that KLDP was helping you to do?
7. Would you say there is anything that KLDP has taught you to do which you can continue doing for your personal advancement without donor support?
8. Are you able to earn your livelihood now that KLDP has done for you?
9. How much can you earn in one month individually?
10. How much can you earn as a family?
11. What tangible benefit can you show me and say this came from the KLDP?
12. Do you feel that these changes that you have mentioned are going to last?

3. Changes, timeliness, coverage, appropriateness and connectedness of the project

1. During implementation of this project, were things done the way you would have liked them to be done?
2. If not, what would you have wanted done differently?
3. Is what was done of the highest priority with your community?
4. What high priority areas were left out of this project?

4.1 The operational approach

1. Please, mention anything in the way VSF was running that you feel could have been done better.

4.2 The implementation process

1. Were activities carried out in time?
2. Do you have any idea what these activities were costing and how they were paid for?

4.3 Performance and performance monitoring

1. How was performance monitoring done on this project?
2. What challenges were encountered?

9.6 Others

9.6.1 Example of Minutes of a Peace Meeting

PEACE MEETING IN KOTIDO DISTRICT BETWEEN THE JIE OF KOTIDO, MATHENIKO AND BOKORA OF MOROTO

Date: 21/06/2010

Time: 4:30pm

Venue: Panyangara Sub-County, Kotido District.

Participants:

1. kraal Leaders from the Districts of Kotido & Moroto Districts.
2. District leaders for the two Districts.
3. kopein
4. ocodi
5. IRC

AGENDA

1. Prayers
2. Communication from kraals leaders.
3. Group discussion.

On the 21/06/10, 22nd/06/10 IRC together with its partners (ocodi and kopein) held a peace dialogue meeting between the Matheniko, Bokora of Moroto and the Jie of kotido in panyangara sub county kotido District were over 200 local communities attended the peace reconciliation meeting.

During the meetings, participants discussed various issue of how to bring peace to the three communities

The following resolutions were made:

1. All the local communities and kraal leaders of the three groups of Matheniko, Bokora, and the Jie resolved to have peace from the next meeting that will take place on 29/06/10 in Kalosaris at the border of Kotido and Moroto.
2. Two kraal leaders (representatives were elected) from the three groups to mobilize and sensitize the local communities starting from the 21/06/10 up to 29/06/10 when the group will need the feed-back before the signing of the peace agreement.
3. All the district heads of the two districts to attend the signing of the peace agreement between the three groups on 29/06/10 in Kalosaris.
4. The three communities agreed to bring their animals and graze together after the meeting on 29/06/2010.
5. Each county to have a separate meeting on Saturday 26th/06/10 two representative from each group will attend the meeting to monitor and make follow up for the 29th /06/10 meeting.
6. The six representatives/kraal leaders that were elected will have a speech that day before the signing of the final peace agreement.

7. The next meeting for the 29/06/10 in Kalosaris will be on foot and each group will be required to bring one bull each for the two days.

WAY FORWARD:

1. All NGOs and partners are requested to feed the participants for the 29th, 30th meeting that will take two days.
2. Government officials from the two Districts will attend the kalosaris meeting to witness the signing of the peace agreement between the Matheniko, Bokora and the Jie of Kotido.
3. After the signing of the peace agreement, the Matheniko will be tasked to bring on board the Turkana for the same so that they can have peace with the Jie and the Bokora.

NB: KOPEIN will submit the full report.

Compiled by: Okong Henry, Security Officer, IRC Karamoja Programme.

9.6.2 Excursus: Water Pans for Runoff Water Harvesting

Introduction

A lot of water is lost in arid and semi-arid lands (ASAL) as surface runoff. Harvesting of this runoff and storage of the same into reservoirs such as water pans makes it available for use when required.

What is a water pan?

It is an excavated water storage structure that is square, rectangular or round, used to impound and retain surface runoff from uncultivated grounds, roads or laggas (dry river valleys/waterways).

Why use water pan?

- Simple to construct.
- Provides water for domestic/livestock use and supplementary irrigation.
- Simple operation and maintenance needed Prerequisite in water pan construction.
- Community mobilization through participatory rural appraisal (PRA), for a communal water pan to ensure ownership and guarantee future operation and maintenance.
- Availability of human labour, draught animals or earth moving machinery depending on size of pan.

Factors to consider when sitting water pans

- A site with soils such as clay that retain water.
- Avoid sandy soils.
- A natural depression or small valley to minimize excavation.
- A road or lagga nearby to act as a source of runoff.
- A vegetated catchment to minimize siltation.
- A standard water pan showing main features.

Procedure and steps in water pan construction

1. Site the water pan and mark the embankment, inlet and spillway.
2. Excavate the reservoir section and use the soil to build the embankment wall, with side slopes of 1:2.5 for shallow pans to 1:3 for deep pans.
3. Construct spillway to discharge excess runoff water when the pan is full.
4. Construct silt trap(s) along the inlet channel to filter excess sediment load.
5. Close off the water pan with live fence to keep off the livestock.
6. Provide livestock watering trough off the fenced area.

What is the capacity of a water pan?

The capacity is variable and depends on site conditions and how much one wants to invest. Common ones are 400 to 1,000m³. A water pan capacity can be increased with time by dredging and further digging to hold more water.

How do you minimize water losses in a water pan?

- Compaction of the embankment fill with drums filled with water or with a roller.
- Lining the bed and walls with clay soil or polythene sheet on soils that are not very good for a pan.
- Plant trees such as Commiphora spp. or euphorbia spp. which can be propagated through cuttings around the water pan.

How do you stabilize the walls of a water pan?

This is done by:

- ensuring proper embankment side slopes and compaction.
- planting shrubs and grasses on the embankment wall.
- placing stones on the embankment sides.

Operation and maintenance of a water pan

- Repair broken perimeter fence as need arises.
- Avoid direct entry of livestock into the pan to prevent trampling on bed and walls.
- Where livestock draw off point is not provided, use portable wooden troughs, drums cut into half or old tyres to water livestock.
- Clean inlet channel by removing silt every season

(Adapted from World Agroforestry Centre at:

<http://worldagroforestry.org/projects/searnet/index.php?id=69> visited on December 4, 2010)