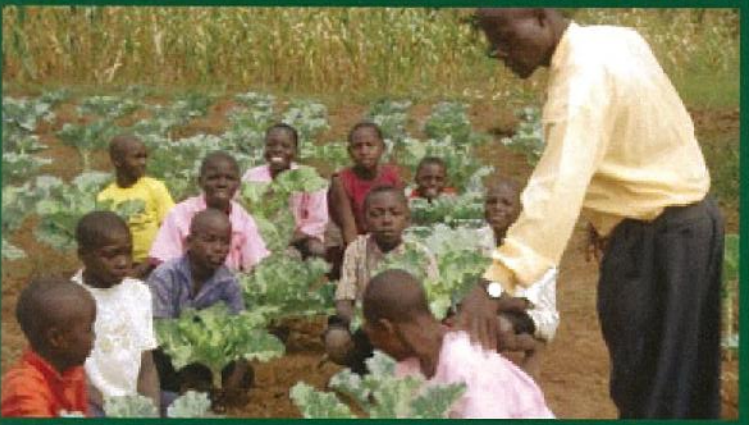
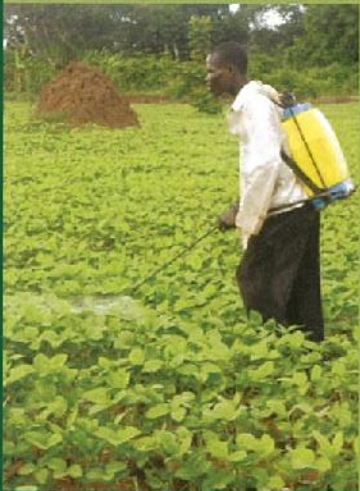


Center for Sustainable Rural Livelihoods

Volunteer Efforts for Development Concerns Iowa State University, Center for Sustainable Rural Livelihoods Makerere University



Sustainable Rural Livelihoods Program: Summative Monitoring and Evaluation Report: 2005-2012

Della E. McMillan, Editor

December 6, 2012 (Draft)





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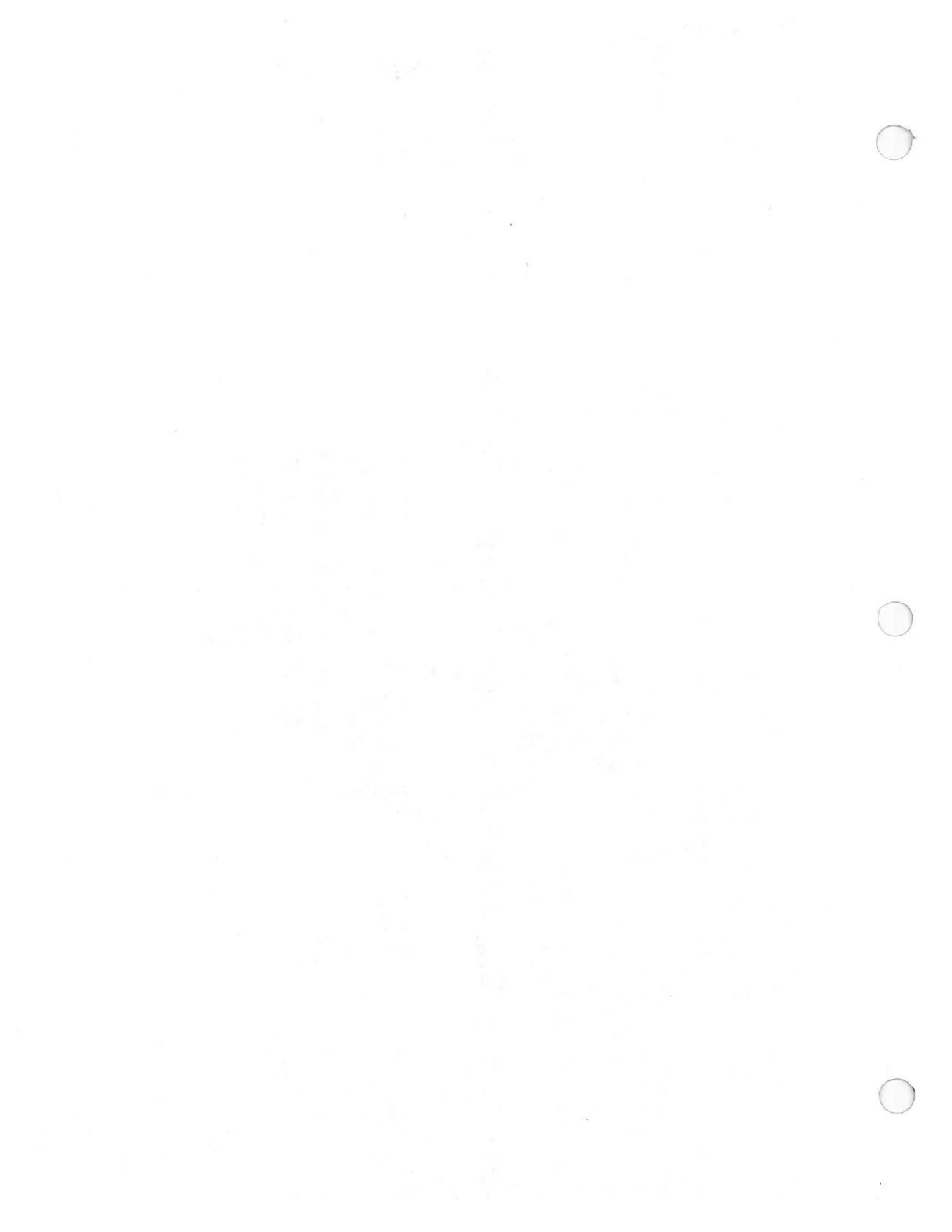


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Nancy Rapando, Stephen Kato, Ronnie Balibuzani, and Henry Kizito. 2012. Strategic Objective Four (SO4): Strengthen the Organizational Capacity of Farmer Organizations and Their Linkages to the Private- and Public-Sector Institutions that They Need to Build and Maintain Sustainable Livelihoods. *In*, D. McMillan, Ed. Sustainable Rural Livelihoods Program: Summative Monitoring and Evaluation (M&E) Report: 2005-2012. Ames, Iowa: Center for Sustainable Rural Livelihoods for VEDCO and Makerere University. Draft: December 7, 2012.

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VEDCO/Sustainable Rural Livelihoods Program Summative Monitoring and Evaluation Report

Forward

Della E. McMillan, Mary Nyasimi, Haroon Sseguya, and Mark Westgate¹

1.0. Background

1.1. Global Context

The goal of the Iowa State University (ISU) Sustainable Rural Livelihoods (SRL) Program in Kamuli District, Uganda is to strengthen livelihood systems in Sub-Saharan Africa as a strategy for reducing poverty. The current program, which focuses on building livelihood systems in Uganda's Kamuli District, is being executed by ISU in collaboration with two Ugandan partners, Makerere University (MAK) and national non-governmental organization (NGO) Volunteer Efforts for Development Concerns (VEDCO). Although the principal focus of the program was—and continues to be—its emphasis on improving rural livelihoods, the SRL Program has:

- Developed a unique model of service learning that has enabled MAK and ISU students to work on school gardens; and
- Enabled a large number of ISU faculty and Iowa citizens to support the program through financial contributions, teaching, and community-level volunteer service.

Thus, although the principal focus of the program is on poverty alleviation, it has also had a major institutional impact on all of its collaborating partners.

¹ **Della E. McMillan**, Ph.D. is an adjunct associate research scientist in the Department of Anthropology at the University of Florida. She is the author, co-author, and editor of numerous books and articles on African agricultural development and food security. Since 2012, she has been working as a monitoring and evaluation (M&E) consultant for the Iowa State University (ISU) Center for Sustainable Rural Livelihoods (CSRL) to help strengthen its reporting systems.

Mary Nyasimi, Ph.D. served as the CSRL field coordinator in 2012. She has 10 years' experience in Sub-Saharan African agricultural and rural development focusing on agricultural technology development, extension, and poverty assessment. Prior to working with CSRL, she held positions with the World Agroforestry Center (ICRAF), UNDP-Millennium Villages, and World Vision.

Haroon Sseguya, Ph.D. has been a lecturer at MAK since 2010 and the author or co-author of more than 20 reports and articles on the CSRL Program in Uganda. Since 2010, he has worked as the technical resource person/advisor on evaluation for the VEDCO Sustainable Rural Livelihoods Program in Uganda. From August 2005 to August 2009, he served as a CSRL ISU graduate research assistant, where his responsibilities included:

(1) Joint establishment of an M&E system for the SRL Program; (2) Selection of annual evaluation themes and the designing of data-collection instruments; (3) Leading annual evaluation activities - data collection, analysis, and report writing in 2005, 2006, 2007, and 2008; (4) Coordinating the end-of-Phase I final evaluation by an external evaluation team in 2009; and (5) Participating in strategic and tactical planning activities of the partnership.

Mark Westgate, Ph.D. is a professor of agronomy at ISU and the director of the ISU CSRL since 2010. He is a specialist in bean cowpeas research and has published over 100 refereed journal articles and technical reports.

1.2. The Sustainable Livelihoods Framework²

Since its founding, the SRL Program has used the Sustainable Livelihoods Framework (SLF) to guide all of its programming and data collection. According to the framework, households that operate in contexts of vulnerability characterized by drought, diseases, and civil war harness the capitals at their disposal in pursuit of livelihood strategies and outcomes.

Sustainability and vulnerability constitute the two extremes of a continuum representing the quality of the livelihood system with regard to the households' capabilities and assets. The households depend on seven types of assets or capital to engage in the various livelihood activities:

- Natural (soils, forests, and water);
- Human (skills, knowledge, and health);
- Social (kinship, friends, groups, and networks);
- Financial (cash and savings);
- Physical (roads, market structures, and energy);
- Political (policy influence, access to power, and power brokers); and
- Cultural (what heritages are valued and collaboration among people of different backgrounds).

Households with sustainable livelihood systems should be able to recover after a period of stress or shock.

1.3. SRL Programming Objectives and Monitoring & Evaluation Systems, 2004-2012

The SRL Program considered food security, nutrition, wealth, and enhanced community capacity as the four key livelihood outcomes that the program would pursue. The VEDCO/SRL Program developed a strategy that focused on the achievement of these four outcomes. At the same time, they developed a system for tracking progress toward the achievement of these outcomes that included:

- Quantitative surveys that tracked a number of indicators—like the Household Food Security Score (HFSS), the Household Dietary Diversity Score (HDDS), agricultural yield, household assets, and technology adoption—that were designed to measure program outcomes; as well as
- A series of internal indicators that the SRL staff used to monitor the execution of specific activities and activity groups.

Although most indicators have been tracked since the program started, this tracking process tended to focus on report writing in specific years with very little analysis of the program's data tracking over time. This type of longitudinal analysis of the SRL Program's activities and impact is needed to inform the next phase of the program because it provides:

² H. Sseguya, R. Mazur, D. Masinde. 2012. Evidence of Impact and Transformation in Kamuli. Ames, Iowa: CSRL. Pg. 1.

- The principal basis for extracting lessons learned about which activities were most effective in helping the program achieve its major outcomes; and
- Information that the program managers need in order to better target their interventions, i.e. for determining which of the original target households and villages are still in need and which are ready to graduate.

2.0. Objectives

To address these issues, the SRL Program has organized a series of activities designed to facilitate a longitudinal analysis of the program's existing monitoring and evaluation (M&E) data. The work was conducted by four thematic working groups. For the purposes of tracking, each working group focused on the collection and analysis of the data associated with one of the program's livelihood outcomes, which were reformulated as strategic objectives. The expected outputs of the exercise were:

- The development of an Indicator Performance Tracking Table (IPTT) for the SRL Program that would track the major program outputs and activities; and
- A draft report summarizing each of the working groups' analyses of the program's M&E data for their respective strategic objective since 2004.

3.0. Methodology

To achieve these results, the SRL Program adopted a participatory process that facilitated high levels of staff involvement in the data analysis and write up.

3.1. August 26-September 24, 2012: SRL Monitoring & Evaluation Workshop

The first step of this process took place during an August 2012 two-day SRL M&E workshop in Kampala, Uganda. The workshop was designed to provide the SRL staff with a practical hands-on training on the role of M&E in managing for results. During the workshop, each of the four SRL working groups:

- Developed an initial list of activities that the program had undertaken to achieve its strategic objectives;
- Developed an IPTT that summarized the current list of output indicators that the SRL Program and its mother organization VEDCO are tracking, as well as the impact indicators being tracked by the SRL Program's quantitative surveys for each Intermediate Result (IR);
- Conducted a strengths, weaknesses, opportunities, and threats (SWOT) analysis of this list of indicators, and developed a number of new indicators that they would like the program to consider using in the next phase;
- Agreed to a standard format for each working group's report; and
- Identified some of the key M&E data that each team would need to develop its reports.

The workshop sessions were co-facilitated by the CSRL Field Coordinator Mary Nyasimi and ISU CRSL Consultant Della McMillan.

3.2. September 24-November 16, 2012: Follow-Up

Based on the outlines developed during the initial workshop, Mary Nyasimi assisted each working group in revising its activity list, revising its draft IPTT and SWOT, and developing draft chapters that followed the agreed-upon standard format. These drafts were submitted to Della McMillan and Mary Nyasimi for revision.

3.3. November 17-28, 2012: SRL Report Writing Workshop

The revised drafts of each working group's chapter provided the basis for a second hands-on training workshop in Kamuli District, Uganda, for the SRL and senior VEDCO staff focusing on report writing. Della McMillan facilitated the workshop with support from Haroon Sseguya for data analysis and Mark Westgate for reporting. During the workshop, each of the working groups re-analyzed the existing base of M&E data as well as some of the evaluation data produced by the annual program surveys since 2005.

3.4. November 28-December 7, 2012: Final Write-Up of a Working Draft

During the week following the workshop, Della McMillan and Professional Editor Lynn Hurtak worked with each team to complete a working draft and conduct any additional analyses identified as being pertinent in the first reviews.

3.5. Anticipated Next Steps

It is anticipated that each of the chapters in this report will feed into the development of an M&E plan for the next phase of the VEDCO/SRL Program. Some of the key issues it is expected to inform in the next phase include:

- Program decisions about the best criteria to use to determine when villages and households are ready to graduate from the program;
- What actions will be needed to sustain the graduated villages and households once they are no longer SRL target households; and
- What types of M&E systems will be needed to track the program in the future.

4.0. **Organization of the Report**

Each chapter of the summative report follows a standard format:

- Section One provides a brief overview of the baseline context of Kamuli District that led the program to develop the activities and IRs for each objective;
- Section Two describes the SRL training and technical assistance designed to achieve the IRs for each objective;
- Section Three describes the early evidence of the SRL Program's impact on some of the leading outputs and impact indicators for each objective; and
- Section Four summarizes the major lessons learned from this initial phase of the program and makes recommendations for the next phase of programming, monitoring, and evaluation.

5.0. Acknowledgements

The team acknowledges a deep debt of gratitude to some of the people who made this report possible:

- CSRL Associate Director for Monitoring and Evaluation and Iowa State University Professor Bob Mazur has played a major role in the design and execution of the quantitative surveys. The rigor with which these surveys were conducted and reported made it possible for the working groups to track the evolution of many standard international food security indicators with confidence. Without his hard work, this would not have been possible.
- SRL Field Coordinator Jane Nakiranda organized the logistics of getting staff to the workshops and supporting the workshop once it started. Her support for her staff and the writing process was critical.
- CSRL M&E Officer Stephen Kato helped synchronize all of the data sets being tracked by each team. He helped backstop each working group in addition to working on the capacity-building working group.
- VEDCO Field Director Henry Kizito, Deputy Director Nancy Rapando, and M&E Officer Jane Sempa supported each step of the process. Their strong and steadfast support helped validate the importance of the exercise for the SRL Program staff.
- Freelance Editor Lynn Hurtak provided editorial advice that affected every aspect of the report, including the report writing style and tone as well as editing standards. Her informal rules and regulations for writing a report helped inform the report writing guidelines that were distributed to each of the teams.
- Finally, we wish to thank the SRL Program's logistician and driver John Abaho for keeping us organized and on time throughout the entire process.

Executive Summary

Strategic Objective One (SO1): Promote Resilient Climate-Smart Agricultural Technologies to Increase Food Availability

When the VEDCO/SRL Program started its activities in Kamuli District in 2004, the area was known for its chronic food insecurity, extremely high rates of malnutrition, and low living standards.³ These high rates of food insecurity were corroborated by VEDCO/SRL's baseline participatory rural appraisal (PRAs) in 2005, which classified from 86-95% of the 800 target households that VEDCO worked with as being "extremely" or "average" food insecure.

The most critical food shortages were in the months of March to May for Naluwoli and Bwiiza parishes; February and April for Butansi Parish; and February, March, and April for Namasagali Parish. Some of the most frequently cited ways of coping with food scarcity included short-term emigration to work for richer farmers, purchasing food from markets and shops, borrowing food that had to be reimbursed in-kind, reducing the number of meals consumed per day, and/or asking for assistance from friends and relatives who had more food or access to food.

To address this issue, the program adopted a four-pronged strategy to reduce food insecurity designed to increase food availability, access, and utilization, as well as to build local community capacity to identify food security solutions and manage risk (Text Box A).

Text Box A. Key Elements of Food Security

Food Availability: Sufficient quantities of food from household production, other domestic output, commercial import or food assistance.

Food Access: Adequate resources to obtain appropriate foods for a nutritious diet, which depends on income available to the household, on the distribution of income within the household, and on the price of food.

Food Utilization: Proper biological use of food, requiring a diet providing sufficient energy and essential nutrients, potable water and adequate sanitation, as well as knowledge within the household of food storage and processing techniques, basic principles of nutrition, proper childcare, and illness management.

Community Capacity: Community capacity to influence factors (decisions) that affect food security increased.

Source: USAID 2005. USAID. Office of Food for Peace, Bureau for Democracy, Conflict and Humanitarian Assistance (DCIIA). Strategic Plan for 2006-2010. Washington: USAID/FFP.

Chapter One provides a brief overview of the VEDCO/SRL strategy that was adopted to achieve the program's objective of increasing food availability through the achievement of four Intermediate Results (IRs):

- IR 1.1. Increase household access to and use of new climate-smart crop technologies that increase productivity and resilience;
- IR 1.2. Increase the adoption of multi-purpose trees and other natural resource management practices on farms;
- IR 1.3. Increase household access to and use of new climate-smart livestock; and

³ Uganda Bureau of Statistics (UBOS) 2001. Uganda Demographic Health Survey. Calverton Maryland USA for ORC Macro International. Kampala. Uganda. December 2001. Pg 154.

- IR 1.4. Increase the access of vulnerable groups (very poor women, HIV/AIDS-affected households, and youth) to new climate-smart technologies that increase productivity and resilience.

The activities executed to achieve these results were expected to increase agricultural productivity (i.e. yield), increase crop diversity, and reduce the number of households classified as “severely food insecure.” The same strategy was expected to make the households in the sub-region more resilient to climate variation and risk by making them less dependent on any one crop and less vulnerable to abnormal unpredictable rainfall or increase disease in any one part of the growing season.

The analysis of crop production based on the program’s internal monitoring and evaluation (M&E) data and a series of external evaluations by a consultant show that the program did increase the adoption of quality improved planting material and labor-saving technology by some of the target area’s most vulnerable households. The same data shows this technology update helped the target farmers increase the amount of rain-fed land they farmed, grow a greater diversity of crops, and increase many crops’ yields. Not surprisingly, the yields remained highly variable and linked to the rainfall and outbreaks of plant disease.

The SRL Program had less impact on improving soils and water conservation practices. In the early phase of the program, the VEDCO officer for natural resource management concentrated on promoting tree planting at the expense of soil fertility management and water conservation practices. More recently, the program has re-emphasized soil and water conservation, and expanded trainings to promote multi-purposes trees which can be used as a source of cooking fuel, livestock feed, and soil fertilizer.

The initial livestock activities (2005-2009) that targeted VEDCO/SRL farmers with limited or no pre-existing livestock holdings involved setting up demonstration pig and goat confinements and providing guidance for offspring ‘roll on’ to a second generation of vulnerable VEDCO/SRL farmers. The SRL Program was later expanded in 2010 to promote more intensive on-farm production through successful breeding practices, proper animal-feed ratios, bio-security of on-farm animal stocks, and the development of three livestock associations. These activities—in combination with other elements of SRL support—have helped decrease the number of households with no livestock from approximately 48.3% to 5%, and helped 118 target farmers—about 10% of the target VEDCO farmers—transition to commercial livestock production.

A special sub-group of agricultural and livestock activities has been very successful in facilitating vulnerable groups like persons with HIV/AIDS, the elderly, and youth to form producer groups that can help them access the improved technologies that they need to increase their agricultural production.

Four of the key cross-cutting development and M&E challenges for the next five years include determining:

- Which activities are most needed to help farmer groups and associations in the current area of program intervention sustain long-term progress and core capacity in key areas;

- Which target farmers and communities may be ready to graduate from the program and what to do if they are not ready;
- If, when, where, and how the program might expand its activities to embrace other food-insecure households in underserved villages in the same parishes where it currently intervenes; and
- The best means to ensure that basic research outcomes are implemented at the farm level.

For all IRs, it is essential to leverage other resources—such as local governments, community-based organizations (CBOs), and non-governmental organizations (NGOs)—to expand program impact. Thus, another cross-cutting challenge will be developing new and strengthening existing linkages with:

- International and national centers for crop and livestock production; as well as
- New and existing private-sector and NGO partners.

Some of the key IR-specific challenges include:

- IR 1.3. Strengthening program support for soil fertility management/soil and water conservation; and
- IR 1.4. Developing simple systems for entering and analyzing the existing SRL data being collected on these groups.

Strategic Objective Two (SO2): Build Diversified Livelihood and More Resilient Markets to Improve Food Access

Many early development programs in Uganda and other parts of Africa focused on increasing food availability without increasing food access. That is to say, they focused on pilot testing new technologies to increase crop productivity without anticipating the normal rise and fall that accompanies crop production in a good or bad year. For local populations to be resilient, that means increased food availability, increased access to food (in both good and bad years), and the capacity to utilize the food once they consume it (Text Box A). A shortfall in any one of these three concepts means that a given population is at risk.

In 2005, the SRL baseline PRA survey identified 42.5% of the population in the initial three sub-counties where SRL intervened as “extremely food insecure” in terms of food access; 48.3% as having “average” food access; and only 9.2% being food secure. To address this issue, the SRL Program developed a four-prong strategy to increase food access (under SO2) that would complement the activities designed to increase food availability (under SO1), food utilization (under SO3), and local community capacity (SO4).

To address these issues, the SRL strategy for increasing food access focused on the achievement of three interrelated IRs:

- IR 2.1. Marketing systems for major value chains strengthened;
- IR 2.2. Access to credit improved; and
- IR 2.3. Post-harvest technologies improved.

Based on the VEDCO/SRL Program’s internal tracking data, there is clear evidence that the successful execution of these activities helped:

- Increase the number of marketing associations and bulking centers—critical to linking farmer groups to well-established and better markets—from one to eight associations and zero to three collection and bulking points;
- Establish a solid microfinance program that enabled the VEDCO/SRL-target households who qualified for loans to develop profitable commercial enterprises that increased their credit worthiness and food security; and
- Identify and pilot test through producer groups five very promising technologies for reducing post-harvest losses that can decrease food security and income.

The net impact of these achievements, in combination with other program supports, was a measurable increase in the SRL Program's two impact indicators, including increases in the:

- Number of target households classified as "food secure," from 9.2% of the target population based on the Household Food Security Scale (HFSS) indicator of food access⁴ in 2005 to 56-67% in 2011;⁵ and
- Target households' dietary diversity score (based on the Household Dietary Diversity Score [HDDS] access indicator⁶) from four in 2005 to five out of eight possible food groups in 2011.

Some of the IR-specific challenges for the next phase of the VEDCO/SRL Program include:

- IR 2.1. Helping to better link producer groups and marketing associations to private-sector companies involved in the value chains that they work in;
- IR 2.2. Expanding the microfinance program's impact by:
 - Graduating the initial credit recipients, who are now almost all eligible for credit from private banking sources⁷ and/or have access to small loans from the village savings and loan associations (VSLAs) that are operated by 20 of the 25 credit groups;
 - Revising the loan requirements (eligibility, payment schedule, etc.) so that the poorer households may be able to participate; and
- IR 2.3. Accelerating farm-level adoption of five promising post-harvest technologies identified and pilot tested during the first three years of this component of the program.

Another challenge will be to strengthen the SO2 collaboration with the VEDCO/SRL staff involved in the program's early warning and response systems (under SO4).

⁴ One strength of the SRL Program's monitoring and evaluation (M&E) system was its commitment to monitoring the impact of the program's activities on food access using two easy-to-measure standard indicators of food access: the Household Food Security Scale (HFSS) and the Household Dietary Diversity Score (HDDS). This information provided valuable feedback on which activities were most successful in moving people from the category of "extreme food insecurity" to being "average" and "extremely food secure."

⁵ The HFSS is one of two standard indicators that many international donors—including USAID—use to track program impacts on food access. (www.fantaproject.org/focus/foodsecurity.shtml).

⁶ The HDDS is one of two standard indicators that many international donors—including USAID—use to track impacts on food access (www.fantaproject.org/publication/hdds_mahfp.shtml).

⁷ These include: Finance Trust, FINCA, Centenary Bank Pride Micro Finance, etc.

Strategic Objective Three (SO3): Reduce Malnutrition Levels Among Women of Reproductive Age and Children

One of the key factors that contributed to Kamuli District's very low ranking on almost all standard indicators of development and vulnerability in Uganda has been its high malnutrition rates. Although Kamuli's rates of stunting and underweight were approximately the same as the national averages, the reported levels of acute malnutrition or wasting were double the national levels in 2001: 9.9% vs. 4.4%.⁸ This extremely high level of wasting indicated to nutritionists that Kamuli District was subject to seasonal food shocks, which undermined food access.

Under these circumstances, any long-term plan to reduce malnutrition in Kamuli District would need to stabilize food access as well as address the other standard causes of malnutrition⁹ through a holistic approach. To address these issues, the SRL Program designed a strategy in 2005 that focused on the achievement of four IRs:

- IR 3.1. Build community-level understanding about how locally grown foods can be used to improve nutrition;
- IR 3.2. Strengthen community capacity to identify and manage malnourished children;
- IR 3.3. Improve the nutritional and health status of vulnerable groups; and
- IR 3.4. Strengthen community access to clean water sources and improved water and sanitation/hygiene practices.

There is abundant anecdotal evidence and feedback from the government health and nutrition specialists that these activities have improved the nutritional and health status of the target households and contributed to a substantial decrease in the number of households classified as under nourished. Unfortunately, due to insufficient funding, lack of prioritization, and limited capacity, the VEDCO/SRL Program has not been able to document these nutritional impacts using the standard nutrition indicators that are recognized by the Government of Uganda and the major international donors (Table A).

Some of the key challenges to achieving the original intermediate results that the SRL nutrition component set out to achieve include developing better systems for:

- IR 3.1.
 - Rejuvenating the activities of the 31 Community Nutrition and Health Workers (CNHWs) that SRL supported in 56 villages between 2006 and 2009 as the basis of its nutrition interventions;
 - Tracking the SRL-sponsored trainings and effectiveness of the CNIWs' capacity to offer community extension services;

⁸ The stunting levels in Kamuli District were 38.3%, compared to the national average of 39%; wasting was higher at 9.9% than the national average of 4%; and underweight levels were at 22.5%, almost equaling the national average of 23%. **Source:** Uganda Bureau of Statistics (UBOS) 2001. Uganda Demographic Health Survey. Calverton Maryland USA for ORC Macro International, Kampala. Uganda. December 2001.

⁹ Participatory Rural Appraisals (PRAs) in Namasagali and Butansi sub-counties indicated the root causes as poor dietary practices, limited nutrition knowledge, limited community capacity to identify and manage malnourished children, poor health seeking behaviors, high disease burden, poor sanitation practices, and limited access to clean water. **Source:** These constraints are documented in the routine monthly reports by the SRL Program nutrition and HIV/AIDS officer in 2006.

- Tracking community understanding of how local foods can be used to improve nutrition and health;
- IR 3.2.
 - Tracking the execution and impact of the VEDCO/SRL Program to identify and manage malnourished children in collaboration with other key NGOs and government partners;
 - Identifying and mapping out the private and public health centers that are most engaged in the management of severely malnourished children in order to guide referrals;
- IR 3.3. Monitoring the execution and nutritional impact of SRL support to vulnerable households and target schools;
- IR 3.4.
 - Identifying and addressing the most pressing water and sanitation/hygiene (WASH) challenges; and
 - Tracking the SRL-sponsored trainings and effectiveness of water user committees' services¹⁰ to the community.

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¹⁰ Water user committees will be given extra training on WASH practices in addition to the local government water-user committee module.

Table A. Standard Definitions of Stunting, Anthropometric Definitions, Causes, and Standard References for Malnutrition

Definition	Anthropometric Definitions	Cause	Standard References
Stunting: Indicates the low height for age and corresponds to chronic malnutrition. This form is usually the result of inadequate nutrition and/or infectious disease that occurred during a long period or that have arisen repeatedly.	Stunting (low height-for-age): Chronic malnutrition Indicator of: Height for Age: Measure of linear growth	Indicates the long-term, cumulative effects of inadequate nutrition and poor health leading to failure of linear growth.	A child is considered malnourished if any of these indices fall below refers two standard deviations (<-2 SD) of the median value of the National Center for Health
Acute malnutrition or wasting: This form corresponds the low weight for height and reflects the nutritional status of children during a given time period.	Wasting (low weight-for-height): Acute malnutrition Indicator of: Weight for Height: Measure of acute or short-term exposure to a negative environment	Measures current body mass. This type of malnutrition indicates acute inadequate nutrition leading to rapid weight loss.	Statistics/World Health Organization (NCHS/WHO) international reference (WHO, 1995). Severe malnutrition is when the indices fall below 3 SD of the median value.
Underweight: This form of malnutrition indicates the prevalence of forms together (including acute and chronic). Most often used as an indicator by community-based growth monitoring programs because it allows the community to easily understand the nutritional status of children in their community as a basis for the development of effective strategies for malnutrition management and prevention.	Underweight (low weight-for-age): Acute and chronic malnutrition Indicator of: Weight for Age: Most common assessment of child nutrition status. It is routinely collected in growth promotion programs	A combination measure of chronic and acute malnutrition. It could occur as a result of both	

Source: WHO 2005: World Health Organization, 1995. Physical Status: The use and interpretation of anthropometry. WHO Technical Report 854. Geneva.

Strategic Objective Four (SO4): Strengthen the Organizational Capacity of Farmer Organizations and Their Linkages to the Private- and Public-Sector Institutions that They Need to Build and Maintain Sustainable Livelihoods

The VEDCO extension approach entails working with groups rather than individual households. Experience has shown that building farmer groups is the only cost effective way of delivering development services and planting the seeds for sustaining interventions once program funding ends. To address this issue, the VEDCO/SRL Program developed a four-pronged strategy that was designed to achieve five IRs:

- IR 4.1. Build the organizational capacity of community-based producer and marketing organizations;
- IR 4.2. Strengthen farmer organizations' access to the private- and public-sector services that strengthen community and household capacity to manage risk;
- IR 4.3. Strengthen farmer organizations' access to the private- and public-sector services needed to sustain resilient livelihoods;

- IR 4.4. Strengthen the capacity of disadvantaged (vulnerable) groups to access the services they need for more sustainable livelihoods; and
- IR 4.5. Strengthen and retain VEDCO staff's capacity to backstop community-based initiatives needed to develop sustainable rural livelihoods.

Chapter Four highlights the extensive investment of VEDCO/SRL in building the capacity of the VEDCO staff, community volunteers, and farmer institutions. A number of indicators—like the increased number of farmer groups that have joined producer associations—reflect the wider impact of this increased capacity. To date, however, neither VEDCO nor SRL has developed a clear conceptual framework for capacity building that they can use for the design, implementation, monitoring, and evaluation of the program's capacity-building activities at the local level. This dearth of a clear conceptual framework makes it difficult to:

- Determine the types of SRL-sponsored trainings that are most needed;
- Identify the groups which need specific types of trainings;
- Assess the impact of the SRL Program's capacity-building efforts on specific groups and/or broad categories of groups like producer groups' marketing associations or groups that were designed to build the capacity of vulnerable groups;
- Assess and track the capacity of staff and community-based trainers (CBTs) to develop the farmer organizations; and
- Document core capacity-building gaps.

This is a common problem that has recently emerged as a concern of the major bilateral and international donors. Although food security programs—particularly those focused on sustainable rural livelihoods—have almost always included capacity-building activities, there has not been enough monitoring, evaluation, and documentation of these efforts to generate lessons learned and best practices.¹¹ It was for this reason that many donor agencies like USAID now require grant recipients and contractors to track program impact on capacity building.¹²

Analysis of VEDCO/SRL's internal M&E data shows:

- IR 4.1. A major increase in the number of producer groups, from 78 in 2005 to 141 in 2012, and from one marketing association to seven that link these groups to markets;
- IR 4.2. A substantial increase in the total acreage of some of the climate-smart crops that are being promoted to mitigate seasonal shortages. For example, there has been an increase from 55% in households growing sweet potatoes in 2005 to 83-87% in 2011;
- IR 4.3. An increase in the number, from zero to seven, of legally constituted associations who have negotiated deals with private-sector providers;
- IR 4.4. A decrease in the number of households classified as "extremely food insecure" that can be at least partially attributed to the SRL efforts to link these households to mainstream food producer groups; and

¹¹ Suzanne Gervais. 2004. Local Capacity Building in Title II Food Security Projects: A Framework. USAID Office of Food for Peace. Occasional Paper No. 3. February 2004.

¹² USAID 2005. USAID. Office of Food for Peace. Bureau for Democracy, Conflict and Humanitarian Assistance (DCHA). Strategic Plan for 2006-2010. Washington: USAID/FFP.

- IR 4.5. A major increase in the capacity of VEDCO in general and VEDCO in the Eastern region that can be directly linked to some of the training and technical assistance they received under the SRL Program.

One of the major VEDCO and SRL challenges over the next two years is to develop new tools that can help it better target and assess its capacity-building programs. Some IR-specific challenges include:

- IR 4.1. Developing a community-level assessment tool that would help the program:
 - Better understand which areas need to be targeted by training;
 - Better understand the wider context (constraints and opportunities) groups face;
 - Strengthen program systems for tracking the execution of community-level trainings using the SRL/VEDCO models for specific groups, and if and how this training is reflected in the community-level assessment tool;
- IR 4.2. Better training and capacity building to link local groups and associations with the pre-existing network of early warning and response systems in the region;
- IR 4.3. A more concerted effort to link local producer groups and marketing associations to the private-sector actors needed to develop markets;
- IR 4.4. A better system for tracking the core capacity and specific needs that many of the vulnerable groups and school feeding programs that SRL supports might have; and
- IR 4.5. A well-structured system for staff capacity assessment and tracking staff training and capacity for the key areas needed in the program.

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Acronym List

A2N	Africa 2000 Network
ACMV	African Cassava Mosaic Virus
ACDI-VOCA	Agricultural Cooperative Development International/Volunteers in Overseas Cooperative Assistance
AEGY	AIDS Education Group for Youths
ART	Antiretroviral therapy
BCHA	Bureau for Democracy, Conflict, and Humanitarian Assistance
BDFFA	Bugulumbya Development Farmers Association
BMI	Body mass index
BUDFA	Butansi Development Farmers Association
CAFOD	Catholic Agency for Overseas Development
CAHNET	Community Animal Health Network
CBO	Community-based organization
CBSD	Cassava Brown Streak Disease
CBT	Community-based trainer
CCF	Christian Children's Fund
C3P	Crop Crisis Control Project
CDO	Community development officer
CHAI	Community-Led HIV/AIDS Initiative Project
CNHW	Community nutrition and health worker
CRSP	Collaborative Research Support Project
CSRL	Center for Sustainable Rural Livelihoods
DFST	Department of Food Science Technology (Makerere University)
DHO	District health officer
DMU	Des Moines Medical University (Iowa)
ENA	Emergency Nutrition Assessment
ENT	Ear, nose, and throat
EW/ER	Early Warning/Emergency Response
FANTA	Food Aid and Technical Assistance (USAID)
FEWSNET	Famine Early Warning Systems Network
FINCA	Foundation for International Community Assistance
FSCCI	Food Security Community Capacity Index
FSPCI	Food Security Program Capacity Index
FY	Fiscal year
GLCI	Great Lakes Cassava Initiative
Ha	Hectare
HAZ	Height for age
HC	Health center
HDSD	Household Dietary Diversity Score

HFIS	Household Food Insecurity Scale
HFSS	Household Food Security Score
HH	Household
HIV/AIDS	Human immunodeficiency virus/acquired immunodeficiency syndrome
HSSP	Health Sector Strategic Plan
HSD	Health sub-districts
HSSP	Health Sector Strategic Plan
IARC	International Agricultural Research Center
IDA	Iron deficiency anemia
IGA	Income-generating activity
ILRI	International Livestock Research Institute
IMAM	Integrated Management of Acute Malnutrition
IPTT	Indicator Performance Tracking Table
IR	Intermediate Results
IRDE	Instrument Research and Development Establishment
IRDI	Integrated Rural Development Initiative
ISU	Iowa State University (Ames, Iowa)
JCRC	Joint Clinical Research Center
KADFA	Kamuli District Farmers' Association
KAPIDA	Kamuli Peoples Integrated Development Association
Kg	Kilogram
KVG	Kitchen vegetable gardens
KYU	Kyambogo University (Kampala, Uganda)
Kcal	Kilo-calorie
Km	Kilometer
Lbs	Pound
LC I	Local Council One
MAK	Makerere University
MDG	Millennium Development Goal
M&E	Monitoring and evaluation
MI	Monitoring indicator
MoH	Ministry of Health
MOU	Memorandum of Understanding
MOW&E	Ministry of Water and Environment
MUAC	Mid Upper Arm Circumference
NAADS	National Agricultural Advisory Services
NABIFA	Naluwooli Bisoboka Farmers Association
NACRRI	National Crop Resources Research Institute
NAFA	Namasagali Farmers Association
NAGRIC&DB	National Animal Genetic Resources Center and Data Bank

NARO	National Agricultural Research Organization
NCHS/WHO	National Center for Health Statistics/World Health Organization
NEC	Nutrition Education Center
NEMA	National Environment Management Authority
NGO	Non-governmental organization
NOGAMU	National Organic Movement of Uganda
NOFU	Norwegian Friends of Uganda
NPFA	Namasagali Parish Farmers Association
NRH	National Referral Hospital
NRM	Natural resource management
OSP	Orange sweet potato (same as OFSP)
OFSP	Orange-fleshed sweet potato (same as OSP)
PEM	Protein Energy Malnutrition
PEO	Project extension officer
PEST	Political, Economic, Social, and Technological
PFP	Private for-profit
PHA	People living with HIV/AIDS
PNFP	Private not-for-profit
PRA	Participatory rural appraisal
PS	Primary School
PTA	Parent Teacher Association
RDE	Rural development extensionist
REU	Reach End User Research Project
RRH	Regional Referral Hospitals
RUCREF	Rural Credit Extension Finance
RUWAS	Rural Water and Sanitation Project
SACCO	Savings and Credit Cooperative
SD	Standard deviation
SDA	Seventh Day Adventists
SFP	School Feeding Program
SLF	Sustainable Livelihoods Framework
SLP	School lunch Program
SO	Strategic Objective
SO1	Strategic Objective 1
SO2	Strategic Objective 2
SO3	Strategic Objective 3
SO4	Strategic Objective 4
SOW	Scope of Work
SPH	School of Public Health (Makerere University)
SPW	Students Partnerships Worldwide

SRL	Sustainable Rural Livelihoods Program
SWOT	Strengths, weaknesses, opportunities, and threats
TBD	To be determined
TOT	Training of Trainers
UBOS	Uganda Bureau of Statistics
UDHS	Uganda Demographic and Health Survey
UGX	Ugandan shilling
UN	United Nations
UNFNC	Uganda National Food and Nutrition Council
UNICEF	United Nations Children Fund
UPE	Universal Primary Education
USAID	United States Agency for International Development
USAID/FFP	USAID Food for Peace Office (Title II Food Security Programs)
USD	US dollar
USDA	United States Department of Agriculture
VAD	Vitamin A deficiency
VHT	Village Health Team
VSLA	Village savings and loan association
VEDCO	Volunteer Efforts for Development Concerns
WASH	Water and sanitation/hygiene
WFP	World Food Program
WHO	World Health Organization
WHZ	Weight for height (measurements)
WUC	Water User Committee

Chapter One

Strategic Objective One (SO1)

Promote Resilient Climate-Smart Agricultural Technologies to Increase Food Availability

Patrick Sangi, Jane Nakiranda, Nadiope Gideon, Charles Kategere, and Mark Westgate¹³

1.0. Background

When the SRL Program started its activities in Kamuli District, the area was known for its chronic food insecurity, extremely high rates of malnutrition, and low living standards:

- Maize was the area's principal staple crop and was planted twice a year (March-April and October-November) due to the bimodal rainfall pattern. Other crops grown included common beans, sweet potato, cassava, and groundnuts;
- Although some households reported having received clean planting materials (cassava cuttings, potato vines, groundnut seeds, and local goats) from Africa 2000 Network (A2N), one of the non-governmental organizations (NGOs) operating in the area, the average yields were still very low;
- Both men and women grew the same crops (maize, beans, sweet potatoes, cassava, and groundnuts), but the women's production was mainly for home consumption and the men's mainly for market; and
- Food production was highly seasonal and focused on crops with limited potential for storage to tide over the long hungry periods. During rainy season, the major foods available in the home included sweet potatoes, dodo, *mukene*, tomatoes, vegetables, and beans; in the dry season, maize, millet, *mukene*, tomatoes, groundnuts, and *simsim* (sesame).

¹³ **Patrick Sangi** is the SO1 team leader and a VEDCO/SRL project extension officer in agronomy (September 2009-present). Previously he was an assistant project officer for sustainable improvement in the food and income security for households in Luwero funded by Plan International Uganda (2008-2009); and assistant project officer for the Crop Crisis Control Project (C3P) in Central Region, Uganda. The project involved the production and dissemination of disease free cassava planting materials, funded by CRS (2007-2008).

Jane Nakiranda is the program manager for VEDCO-Kamuli (2012). Previously she was the VEDCO team leader for the Central Region (2009-2010); project coordinator for the VEDCO Project, "Improving Livelihoods through Commercialization of Agriculture" in Luwero funded by Norwegian Friends of Uganda (NOFU) (April 2008-July 2009); and project officer on a Reach End User (REU) Research Project for VEDCO in Kamuli that encouraged production of the orange-fleshed sweet potato (OFSP), funded by Melinda & Gates Foundation through Harvest Plus. (May 2007-March 2009).

Nadiope Gideon, D.V.A. is the senior livestock specialist for VEDCO in the Eastern region.

Charles Kategere is a VEDCO/SRL project extension officer for livestock.

Mark Westgate, is a professor of agronomy at Iowa State University (ISU) and the director of the ISU Center for Sustainable Rural Livelihoods.

Table 1.1. Participatory Food Security Ranking and Characteristics of Household Food Situations in Four Parishes Targeted by VEDCO/SRL (2005)

Parish	Food Secure	Food Insecure	Extremely Food Insecure
Naluwoli	5%	51%	44%
Butansi	10%	63%	27%
Namasagali	8%	38%	54%
Bwiiza	14%	42%	44%
Characteristics	<ul style="list-style-type: none"> • Full granary (with millet, maize and groundnuts) • Eat four times a day • Eat a variety of foods • Grow and eat vegetables • Happy • Rarely fall sick • Have cultivated land with a variety of crops • Have surplus food for sale • Do not buy food • Children do not eat outside the home • Bright children • Receive visitors 	<ul style="list-style-type: none"> • Half-full granary • Eat two times a day • Occasionally eat a variety of foods • Mainly grow and eat vegetables • Occasionally fall sick and children fall sick regularly • Sometimes buys food • Quarrels at home and no happiness at home • Not so hardworking • Children eat at neighbors • Rarely receive visitors 	<ul style="list-style-type: none"> • No granary • Eat once a day • Do not change diet • Work for food from other farmers • Usually sickly • Children usually eat at neighbors • Malnourished children • Husband and wife always absent from home • Rarely receive visitors • Poor dressing • Do not mix with rest of farmers • Always unhappy

Source: S. Haroon and D. Masinde. 2005. Towards Achievement of Sustainable Rural Livelihoods in Kamuli District, Uganda: A Baseline Assessment. Kampala: VEDCO/SRL.

2.0. The Evolution of SRL Activities to Increase Food Availability

Based on information collected the baseline needs assessment, the SRL developed a strategy that focused on strengthening the most food insecure households' access to new labor-saving technologies like oxen, improved seeds, post-harvest technologies, and agriculture-friendly credit facilities, as well as the technical and organizational training that farmers needed to better manage their crop and livestock enterprises.

The strategy focused on the achievement of four Intermediate Results (IRs):

- IR 1.1. Increase household access to and use of new climate-smart crop technologies that increase productivity and resilience;
- IR 1.2. Increase the adoption of multi-purpose trees and other natural-resource management practices on farms;
- IR 1.3. Increase household access to and use of new climate-smart livestock; and
- IR 1.4. Increase the access of vulnerable groups (very poor women, HIV/AIDS-affected households, and youth) to new climate-smart technologies that increase productivity and resilience.

Given the critical role of women in meeting the basic food needs of the family, every element of the program included both strategies and targets (in terms of women staff and women participants, for example) to insure that women were able to participate fully.

2.1. The Role of the VEDCO/SRL Agriculture, Livestock, and Natural Resource Management Officers

The agricultural officer was the first position hired to oversee VEDCO's activities in Kamuli District in 2004. To date, there have been a total of three persons and relatively stable staffing in that position. Staffing levels have been less stable for the other posts.

A new position for a natural resource management (NRM) officer was added in 2007. The first officer was a forester. Since 2009, the program's NRM and agroforestry activities have been managed by one of the project extension officers (PEOs).

Another position for a livestock officer was added in 2009. Before this, these activities had been overseen by a full-time VEDCO volunteer on livestock (from 2008-2009) and by the agricultural PEOs, most of which were generalists before then.

The individuals in these three positions are the principle persons charged with training and supervision of the PEOs, who are the principle links with the community-based volunteers—rural development extensionists (RDEs), community nutrition and health workers (CNHWs), and community-based trainers (CBTs)—for agricultural production and marketing. These three officers are also the main links between the program and the major international and national agricultural research centers and extension services.

2.2. The Selection, Development, and Role of the Rural Development Extensionists¹⁴ and Community-Based Trainers in the Communities

2.2.1. *Creation of Rural Development Extensionist Positions and Community Nutrition and Health Workers (2005-2009)*

In 2004 VEDCO introduced the same system of RDEs that it had used successfully in Luwera District. RDEs are volunteer trainers who are part of VEDCO's extension system. They are selected from the beneficiary communities.

The initial group of RDEs was selected from farmer groups that SRL was targeting. The RDEs' role was to train and disseminate agricultural technologies and knowledge to other farmers. Between 2005 and 2009, SRL fielded an average of 51 RDEs in the Phase I villages with an average ratio of target farmers¹⁵ to RDEs of 30 to one. The average age of RDEs was 43 (males 45, females 41), with a range of 37 for males (65 highest and 28 lowest) and 41 for females (65 highest, 24 lowest). Regarding education level, disregarding kindergarten, RDEs had an average education level of up to nine years (9.6 for males and eight for females). The lowest level of education for males is six years and five for females. Fifty-nine percent of RDEs had leadership positions in other institutions (local leadership, school management committees and religious institutions), whereas 32% had an additional source of income apart from farming.

¹⁴ Isubikalu, P. 2009. Evaluation Report: Sustainable Rural Livelihood Improvement Program in Kamuli District, Uganda. Center for Sustainable Rural Livelihoods, Iowa State University, Ames, Iowa, USA.

¹⁵ The target farmers are the vulnerable households—most classified as being “average” or “extremely” food insecure that local leaders chose to be the focus of SRL's activities in Phase I.

In contrast to the government's role with PEOs, both the community and the SRL Program supervised the RDEs. The principal mechanisms for providing feedback regarding the performance of the RDEs were community stakeholder meetings and biannual parish meetings. This type of community involvement increased both SRL and the community's expectations for the RDEs.

2.2.2. Rural Development Extensionist Training

SRL PEOs and program officers trained the RDEs to:

- Train other community members in food security (food production) techniques as initiated in 2005 including various modules and sub-modules focused on:
 - Livestock production;
 - Animal health and diseases;
 - Animal draught power;
 - Farm business education;
 - Soil and water conservation;
 - Crop husbandry;
 - Nutrition and health;
 - Gender and development;
 - Natural resource management; and
 - Post-harvest technologies;
- Submit monthly reports to the VEDCO field office regarding their progress and any emerging issue;
- Deliver information to members about any new technologies, market information and opportunities, and any other relevant information from VEDCO;
- Facilitate farmer-to-farmer extension;
- Help community-based volunteers develop their communication skills;
- Promote low external input for sustainable agriculture;
- Facilitate farm planning and layout, farm records, and accounts keeping; and
- Strengthen the group dynamics and leadership of the farmer groups and associations that SRL was working with.

Each year the program offered baseline and refresher courses, with the total number of RDEs trained going up or down depending on many factors. All community-based trainings used were based on one or a combination of the program's standard modules (Table 1.2).¹⁶

¹⁶ In 2007, 14 and 12 training modules were developed for RDEs and CNHWs respectively; 10 modules were revised in 2007 and 14 in 2010.

Table 1.2. Summary of 14 Rural Development Extensionist Modules and Eight Community-Based Trainer Modules for VEDCO/SRL Kamuli District, 2005-2012

Modules	2005	2006	2007	2008	2009	2010	2011	2012
Module 1 (2005 to 2009) Introduction to VEDCO's RDE Concept (revised in 2010 to include the CBTs)	X	X	X	X	X	Merged with Module 2, 5, 6 and part of 10		
Module 1 (2010-present): Introduction to Agronomy						X	X	Under revision but still being used to teach
Module 2 Principles of Adult Learning & Facilitation Skills (after 2010, Introduction to the CBT Concept is added)	X	X	X	X	X	Revised	X	X
Module 3 Farm Planning, Sanitation, and Hygiene		X	X	X	X	X	X	Under revision but still being used
Module 4 Group Dynamics and Leadership	X	X	X	X	X	Revised	X	X
Module 5 Introduction to Sustainable Agriculture	X	X	X	X	X	Was merged in to the new module 1 in 2010, some topics of which are still under revision		
Module 6 Crop Management	X	X	X	X	X			
Module 7 Agroforestry (in 2010 changed to NRM)	X	X	X	X	X	Revised: new title NRM	X	Under revision but still being used
Module 8 Livestock Management		X	X	X	X	X	X	X
Module 9 Introduction to the Concepts of Nutrition and Health (including HIV/AIDS)	X	X	X	X	Revised	X	X	X
Module 10 Post-Harvest Handling and Value	X	X	X	X	X	Revised and merged: one part moved to farm business and education and one part to agronomy		
Module 11 Farm Business Education and Record Keeping (farming as a business, negotiation skills, marketing, quality control, and value addition)	X	X	X	X	X	In 2010 revised to include part of Module 10	X	X
Module 12 Gender and Land Issues in Agriculture							X	
Module 13 Participatory Monitoring and Evaluation	X	X	X	X	X	X	X	X

Source: VEDCO/SRL M&E and Agriculture Officer's Archives and Records, November 2012.

Given the critical importance of increasing household production of certain food groups that were needed to address the most pressing nutrition issues, the CNHWs were trained separately on agronomic principles as they worked closely with the RDEs and CBTs. Key activities of the CNHWs that supported the program's agricultural program included:

- Promoting the growth of new nutrient-dense crops like grain amaranth, the orange sweet potato and vegetables in household gardens, and fruits; and even
- Distributing the fruit tree seedlings and seeds for the recommended crops along with some basic guidelines on how to grow them.

It is still common practice for the VEDCO/SRL nutrition and HIV supervisors, staff, and CNHWs to supervise these crop and fruit tree activities during home visits. For this reason, the CNHWs received some of the basic training and refresher courses using the same modules as the RDEs.

2.2.3. Community-Based Training Offered by the Rural Development Extensionists

The RDEs (from 2004-2009) and then CBTs and SRL extension officers or PEOs (after 2009) trained farmer group member in various agronomic practices. Refresher trainings were offered depending on updates of training modules and new information. These training started in 2004 and continue today.

Community members reported that RDEs hold training sessions with frequency depending on time of the year (season) through meetings at both selected farmers' fields and demonstration sites. They then followed up on members' progress at the household level. This was reportedly done in all parishes at individual level in most cases (i.e. RDEs for particular groups work alone with no interchange with other RDEs). These meetings were complemented by the training of all group members by VEDCO extension staff. It is also noteworthy that in their approach to training, all RDEs reported that they teach both members and non-members alike in the community, noting that it is a way of attracting them to the groups and also contributing to improvements in the community.

Another form of training involved study tours to visit sites in adjacent villages or other parts of Uganda to witness new technologies first hand.

The biannual participatory rural appraisal (PRA) reports for each parish show that most farmers assessed the quality of training by VEDCO staff as good and the quality of the training given by the RDEs as highly variable between parishes. In Namasagali and Bwiiza parishes, for example, the quality was perceived as being fair. It was reported that RDEs do not regularly organize training sessions for members. In turn, the RDEs complained that the attendance was often low at the sessions they organized, which discouraged them. The RDEs further argued that one factor causing this was the perception that many of the RDEs were not qualified enough to provide new or adequate information. Some of the suggested ways of improving RDE service were: (a) for the RDEs to work in teams so they could reinforce one another; and (b) to announce meeting times well in advance (about two weeks with a reminder in the week of the meeting) to enable adequate preparation and ensure high attendance levels.

2.2.4. *Creation of the Community-Based Trainers*

During the 2007 annual evaluation meeting, the RDEs lamented that they were doing most of the extension work yet they were only volunteers; similar concerns were voiced during the mid-term evaluation. The volunteer RDEs felt that they should be compensated for their efforts since they had to forego other field activities. Based on this input, SRL management created a new position of remunerated community-based workers known as Community-Based Trainers (CBTs). The SRL CBTs were modeled on similar positions that VEDCO had created in northern Uganda in 2007. At this point there was a redefinition of recruitment criteria and roles for the CBTs, RDEs, and CNHWs, with all three categories being retained. Most of the CBTs were selected from among the RDEs and CNHWs. The CBT positions required a higher level of formal education (10 years of formal education compared to nine for RDEs and eight for CNHWs). The CBTs were also required to serve a broader area and a larger number of target households (about 100 households vs. 20 households for the RDEs) (Text Box 1.1). Once the RDE and CNHW positions were created, they became the principal locus for more SRL agricultural, NRM, and livestock training of trainers and technical assistance (Figures 1.1 and 1.2). When target farmers were asked to rank the quality of the CBO and PEO's agricultural support in 2011, most scores were above average when ranked on a scale from zero to 10 (Table 1.3).

Text Box 1.1. Roles and Responsibilities of the VEDCO/SRL Community-Based Trainers in Kamuli District Uganda in 2012

Roles and responsibilities of CBTs include but are not limited to the following:

- Train nine to 13 farmer groups in the field;
- Monitoring and follow-up program activities at group and household levels;
- Developing work plans and reports;
- Guiding and monitoring the work of RDEs/CNHWs (contact farmers);
- Community mobilization;
- Oversee material distribution and sharing, establishment of demonstrations, and multiplication gardens;
- Supervise demonstrations and multiplication gardens;
- Transform nine to 13 farmer groups into legally recognized institutions;
- Build capacity of selected farmers and farmer groups on improved nutrition and food security;
- Prepare weekly reports and share with the PEO;
- Data capturing for the nine-13 groups; and
- Coordinate implementation of program activities to ensure the realization of desired results.

NAME OF CBT	AREA OF OPERATION
1. Mudhasi Paul	Naluwoli
2. Mitala Johnson	Naluwoli
3. Kawudha Sarah	Namasagali
4. Koko Cloves	Namasagali
5. Igaga Steven	Butansi
6. Namabiro Susan	Butansi
7. Kulaba Paul	Kasambira
8. Mulwooza Juliet	Kasambira
9. Musambira Ben	Nawanende
10. Namulawa Yusuf	Nawanende
11. Sebaki Daniel	Bwiiza
12. Waiswa Annet	Bwiiza

Source: VEDCO/SRL Program Records. November 2012.

Figure 1.1. Organigram Showing the Relationship of the Households to the Groups and the Community-Based Trainers (Source: M. Westgate, CSRL, ISU).

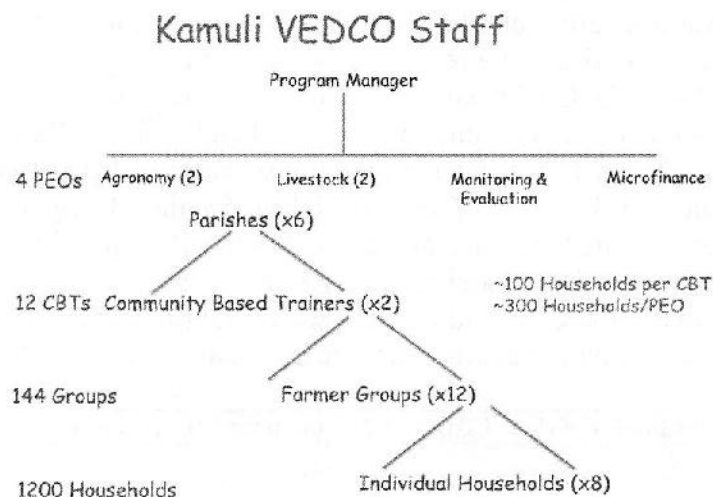


Figure 1.2. Organigram Showing the Link Between the Target Households, Farmer Groups, Contact Farmer, Project Extension Officers, and SRL Agricultural Officer

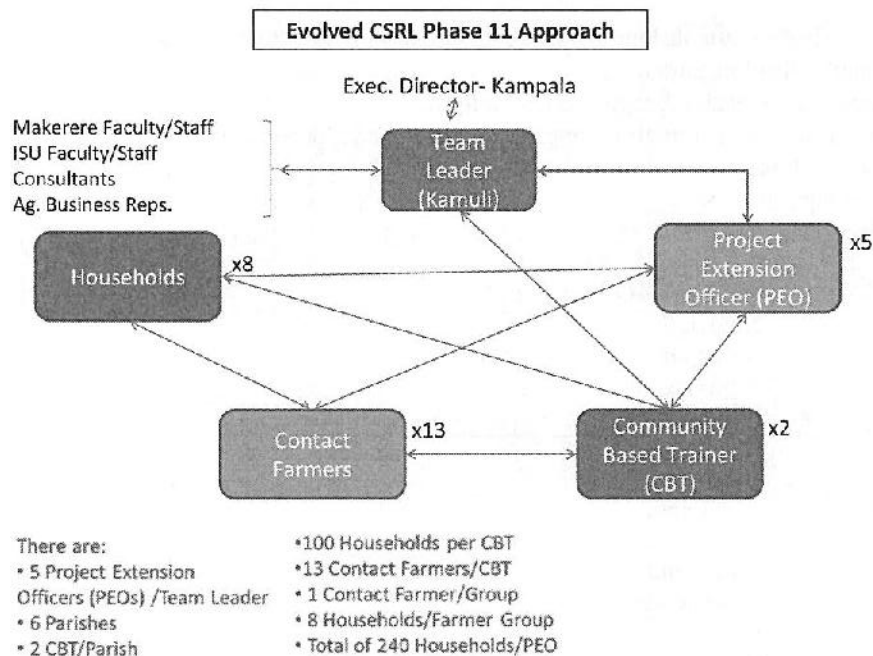


Table 1.3. Beneficiaries' Subjective Rating of Quality of Services Provided by Community-Based Trainers and Project Extension Officers in 2011 (on a scale of 0-10)¹⁷

Sub-County	Parish	Mean Rating	
		CBT	VEDCO PEO
Namasagali	Namasagali	7.7	6.5
	Bwiiza	5.9	6.7
	Kisaikye	7.9	8.2
	Kasozi	5.9	6.9
	Overall Mean	6.5	6.9
Butansi	Butansi	6.9	7.7
	Naluwoli	6.6	7.7
	Bugcywa	5.8	4.7
	Naibowa	7.4	7.7
	Overall Mean	6.5	7.6
Bugulumbya	Kasambira	6.9	7.6
	Nawanende	7.1	6.8
	Overall Mean	7.0	7.3

Source: Haroon Sseguya 2011, Annual Evaluation report, December 2011, Center for Sustainable Rural Livelihoods, Iowa State University.

2.3. IR 1.1. Increase Household Access to and Use of New Climate-Smart Crop Technologies that Increase Productivity and Resilience

2.3.1. *On-Farm Crop Demonstration Units and Multiplication Sites*

Collaborative Research Linkages: Prior to VEDCO's arrival in Kamuli District in 2004, the local farmers had almost no access to any of the improved higher yielding, more disease-resistant plant varieties that had been developed in other parts of Uganda. To address this issue, the SRL Program placed a strong priority on developing strong linkages with the major national and international agricultural research centers that were the principal suppliers of improved crop materials and technical knowledge needed to grow priority crops. Two of the most important collaborative partnerships for new plant material were National Agricultural Research Organization (NARO) and National Crop Resources Research Institute (NACRRI).

Group-Managed Demonstration Sites: VEDCO/SRL's initial crop extension efforts from 2004-2006 focused on the establishment of demonstration sites for some of the key crops that VEDCO staff and their crop-research partners (e.g. NARO and NACRRI) had identified as the farmers' top priorities for crop diversification and nutrition. These crops were maize, cassava, bananas, groundnuts, cardamom, beans, sweet potatoes, and grain amaranth.

These sites' crop demonstrations were established on land owned by one farmer in on of the program's targeted producer groups:

- *Step 1: Site Created by the PEO Working with the Group:* The field extensionists, later known as PEOs, managed the sites by providing inputs (e.g. seeds and cuttings) and training materials.
- *Step 2: PEO Monitors the Site and Individual Farmer's Adoption.*

¹⁷ **Methodology:** The respondents were asked to rank the quality of service delivery by the CBTs and PEOs, ranks ranged from 0-10 were 0 is worsed and 10 best quality

- *Step 3: PEO Helps Group Establish a Multiplication Garden to Produce Seeds and Cuttings for Members:* There was follow up on adoption of these technologies among the cooperating farmers. To speed up the process of accessing seeds for beneficiaries, it was agreed that the same sites would develop multiplication gardens, where each group could produce new plant material for its members with support from VEDCO/SRL extension staff.

Groups would first identify a site for the establishment of the garden and then sign a memorandum of understanding (MOU) with VEDCO outlining the management of the site and how the products produced on the site would be shared. The expectation was that VEDCO would provide all of the essential inputs (i.e. seed, fertilizer, and technology for crop sites) and the group would provide the labor and divide up the production. By mid-2006, 91 crop demonstration units had been established in the six parishes.¹⁸ A total of 51 units were operational from 2005-2008 and, after a one-year gap, 42 were operational in 2010.

Setting up multiplication gardens at the onset and in this manner has had the additional advantages of:

- Allowing more time to interact with group members and the wider community;
- Increasing the community's understanding of the program;
- Being in a better position to verify the competence and dedication of the people nominated by groups and communities for training as RDEs and CNIWs;
- Fostering practical learning about seed breeding;
- Maintaining seed diversity;
- Sharing resources within the community;
- Establishing new crops in the community; and
- Building skills and social capital at the group and community levels.

Although the crop demonstration system was successful during the initial period when farmers were just becoming familiar with the program, it suffered challenges of reduced enthusiasm in the later years because each group member wanted to practice the new technology on his or her own. After 2009, VEDCO/SRL shifted to a more individualized approach to seed multiplication.

Text Box 1.2. Case Study: Evolution of a VEDCO/SRL Demonstration Site in Kiwungu Village, Butansi Parish: 2005-2012

Namuyomba Rose is an RDE and member of Baligemakumunwa farmers' group. She has hosted the banana and piggery demonstration site for the group since 2005; fellow group members received practical trainings from her home and also planting materials and pig breeds from the demonstration site, which has been maintained ever since.

She has recently expanded the piggery demonstration site to three structures from one structure and now has eight pigs. Farmers still go to her home for practical trainings on pig management. From a start-up stock of 100 banana suckers in 2005, Rose trained her fellow farmers on practical aspects of banana agronomy and distributed planting materials from her demonstration garden to help them get started. She has continued to expand the demonstration garden where she still trains group members, and now has one acre of bananas.

Source: VEDCO/SRL Agriculture Officer Patrick Sangi. November 2012.

¹⁸ M&E annual report, VEDCO/SRL 2006.

2.3.2. *Improved Crop-Planting Materials, Labor-Saving Devices, and Seed-Multiplication Sites*

One output of the successful first phase (2004-2009) of crop demonstrations was to increase the demand for new higher-yielding plant material for the major crops. To meet this need, the SRL Program began distributing improved seeds and other inputs (e.g. fertilizer, seedlings). New labor-saving technologies—specifically plows—were introduced in 2008, and again in 2010, 2011, and 2012). Seventy percent of the cost of the labor-saving technologies was borne by the SRL Program, and 30% by the farmers in an effort to keep initial costs low. The contribution of the program to other inputs (i.e. cost sharing) varied from year to year (Text Box 1.3).

Text Box 1.3. VEDCO/SRL Cost-Sharing Policies, 2004-2012

In the earlier years VEDCO had a non-documented cost sharing guideline whereby the target farmers had to cost share on materials and trainings based on the purpose. The target farmers who were “farming as a business”—those who were food secure and more focused on commercial enterprises—were expected to pay a portion of the cost. Initially, the SRL Program bore all the costs for the less food secure households.

This cost-sharing formula was adopted and adapted from what VEDCO had been using in other areas of the Central Region where they had worked for long periods of time and where some of the more successful farmers were exporting okra and pineapples.

Cost sharing was paid in cash in the first year 2004-2005, but this proved difficult in Kamuli so SRL had to change to cost sharing in-kind seeds and planting materials. The good news is that the approach SRL adopted originated from the farmers who asked to be allowed to pay back the same amount or more of the planting materials they received. This form of reimbursement was paid to VEDCO or given to other farmers in their group. The same applied for the multiplication gardens where the program provided the planting materials and the host would keep the produce and group members share the planting materials or seeds where applicable.

In 2005, VEDCO (independent of CSRL) worked with farmers in Bugulumbya promoting cardamom as a cash crop. In this instance, farmers cost shared in cash 17% of the money required to purchase planting materials; the assumption being since they were producing for markets then they would recoup the investment from their sales. Likewise in 2006 when SRL started working with the marketing associations, the beneficiary farmers were asked to cost share in cash for any of the activities they undertook as an association. Most groups focused on a particular enterprise like bananas, pineapples, maize, and poultry; and the farmers paid the cost sharing. While the SRL Program acknowledged cost sharing in cash or on planting materials, it never took into consideration the total costs of the projects while determining the cost-sharing percentages.

A similar cost-sharing model was developed for livestock. In the case of improved livestock housing, the SRL Program paid for cement, one type of sand, and the masons while the farmers provided the rest of the materials. Although the farmer received breeding stock—a male and female pig or a female goat and a buck—they were expected to pass on two piglets or one kid to other groups’ members as a way of paying back what they had received. In the case of the Monsanto-funded livestock project, the beneficiaries also received maize and fodder seeds, but they cost shared on this in cash.

In 2006/2007, Kamuli District experienced heavy flooding followed by a severe drought, where farmers lost their crops. In 2008, the program distributed maize seeds to affected farmers, who were not expected to cost share because in this case the goal was to help farmers recover from the shock caused by the stress. In Phase II of the SRL Program (2010-present), cost sharing has been mainly in kind, where farmers receive seed or planting materials from the program, then they pay back twice the quantity received, which is passed on to another group of farmers.

Source: Dorothy Masinde, December 7, 2012.