

Table 3.15. Case Study: Impact of SRL Support and Training on the Water and Sanitation/Hygiene Practices of Aida Namuyomba in Ntansi Village, Butansi Parish

WASH Practice and Year Adopted	Pre-SRL	Today	How Was This Paid for
Pit Latrine (2011)	Hole in the ground with banana leaves that made use during the day almost impossible	Pit latrine with fixed walls and a cement floor	Paid for with revenue from the sale of pig and some maize grain
Bathroom (2011)	Had a bathroom made of banana leaves with no concrete floor	She has a concrete bathroom with good drainage with fixed walls	Same as above
Dish rack (2010)	None	A double rack (one for clean and one for dirty dishes) made out of simple poles from locally available materials with stones under it to facilitate drainage	Did it herself
Compost and rubbish pit (2010)	None	A compost pit (approximate 3 x 7 feet) about 10 meters from the kitchen that she uses for manure and house waste	Family labor
Kitchen (2011)	Traditional kitchen with animals sleeping in it	Permanent kitchen with a hardened dirt floor in an area separate from the animals	Family labor
Tippy Tap (2010)	None	Has a tip top that is in active use	Used her revenues to purchase a 5-liter jerry can and set it up based on program instructions
Boiling Water (2006)	None	She is boiling all drinking water in her household	

Source: Patrick Sangui, November 25, 2012.

3.1.4.2. Evidence of Impact for Boreholes

There is qualitative evidence that the presence of boreholes has improved sanitation and hygiene in many communities (Text Box 3.11). Given the fact that possession of a latrine or latrine coverage was the main criteria used to have a borehole drilled in an area, this has led to reduced hygiene-related diseases like diarrhea. Sharing water with animals, like was done in Butansi, stopped. It has also saved children from drowning in wells. Although public places like primary schools were the targeted areas, community members used the same boreholes. Other issues that the community positively attributes to the boreholes included: water for their kitchen gardens, reduced distance moved in search of water, and reduced crimes committed by children.

Five boreholes have been established at the primary schools of Kiwungu, Namasagali, Nakanyonyi, Busambu and Bwiiza, and five have been drilled in the communities of Bibumba Inebyo, Kakanu, Busige, Kakanu, Kabalira, and Busige zones. A total of 3,000 households access clean drinking water from the five water sources in the communities, as do an average of 1,800 pupils from the five schools.

Unforeseen consequences of the boreholes were mainly quarrels (particularly in Butansi), although some people attributed increased pregnancies among girls to boreholes. Some community members were not comfortable with being told to clean their jerry cans before they could be allowed to fetch water. This often sparked quarrels and fights. The quarrels and abuses were mainly attributed to the feeling of being ordered to clean, a situation that shamefully

reflected some level of irresponsibility and dirtiness on the side of the recipient. Locking the borehole sometimes (especially in the night) made some people abuse the borehole guard. Although locking was a measure to deny 'wrong' people the chance to destroy or abuse the borehole, it did not seem to work. Every padlock that was put on the borehole was broken, which could explain why the frequency of borehole breakage was higher in Butansi. There is need to revisit the issue of how appropriately to maintain the boreholes for the good of the community. There is need to have the status of the boreholes in each parish and an update on how people in the communities are relating/interacting as a result of the borehole. This information would provide guidance to VEDCO/SRL or any other organization interested in improving the water situation to know what to do or where to start.

Text Box 3.11. Case Study: The Impact of the VEDCO/SRL Borehole to the Pupils in Namasagali Primary School and the Surrounding Community in 2012

The borehole at Namasagali PS was drilled in 2006 to avail clean safe drinking water to the pupils and also for supporting the school gardening program. Before, pupils used to walk long distances of about 2 km to access water from a branch of the Nile River, which was also shared by animals. Each year, there were many cases of pupils drowning, accidents along the way and a lot of time was wasted collecting water. To date, this situation has changed as no cases have been registered for pupils drowning, the distance to the water source has reduced, accidents have gone down, and more time is availed to attend to academic work. In addition, children have gained knowledge and skills on irrigation practices since they grow vegetables even in the dry season, which has greatly contributed to the success of the school gardening and feeding program. Approximately 420 pupils have access to the clean water at the borehole, and this has contributed to improved hygiene and sanitation as pupils use water to clean the latrine and their hands after using the latrines. Approximately 100 households (each household consists of six-eight members) from the surrounding community have access to clean and safe water. There is great qualitative evidence that the borehole has contributed to the improved sanitation and hygiene status and reduction in water-borne diseases in these households. Farmers have more time to do other production activities than looking for water and spend less money on treatment of these diseases.

Source: Program Extension Officer in charge of Marketing and Agric-trade R. Balibuzani, Personal Information. 26th November 2012.

3.2. Strategic Objective

One major weakness of the SRL Program's M&E systems to date is the lack of any real tracking of nutritional impacts over time.¹³⁶

Since most of the nutritional activities didn't start until 2006, this data was not collected as part of the baseline. In 2010, the program conducted a nutritional assessment, which indicated that the level of underweight and stunted children was lower than the national levels (11% vs. 16% for underweight and 25.3% vs. 38% for stunting). These lower levels were attributed to the SRL Program's integrated approach to increasing food availability and access and improving nutritional education and health access.¹³⁷ The assessments were conducted among the same sample that was covered during the 2009 baseline. The main focus was on nutritional status indicators of children under age five, especially on acute malnutrition, stunting and underweight

¹³⁶ An attempt was made to collect data during the baseline survey for Phase II of the SRL Program in 2010 and a general assessment was conducted in 2011, but there is no cumulative data. H. Sseguya, R. Mazur, D. Masinde 2012. Evidence of Impact and Transformation in Kamuli. Ames, Iowa: CSRL. Pp. 27-28.

¹³⁷ VEDCO-SRL. Nutrition and Health Survey Report. 2011-2012. In Sseguya, Mazur and Masinde 2012: Pg: 27.

(this was not during the baseline survey in 2010), and nutrition and health-related problems in the program area. Assessments of nutrition status of children under age five revealed that the global acute malnutrition level was 6.9%, which is categorized as poor nutrition according to WHO standards¹³⁸ (Table 3.16).

Table 3.16. Status of Nutrition and Health for Children Under Age Five in SRL Program Area I Kamuli District in 2010 (n=318)¹³⁹

Standard Indicators of Malnutrition	National (2010) ¹⁴⁰	Kamuli Region (2001) ¹⁴¹	Target Farmers in Kamuli District (2011)		
		Baseline	Aggregate	Boys	Girls
Global Acute Malnutrition (wasting)	16%	9.9%	6.9%	5.8%	7.7%
Underweight		22.5%	11.0%	12.8%	10.7%
Stunting	38%	38.3%	25.3%	28.6%	22.9%

Sources: Magezi Robert Winx. 2012. VEDCO/SRL Nutrition and Health Survey Report 2011-2012. Kampala: VEDCO. Pg. 14 and Table 3.1 in this chapter for Kamuli District in 2001 and the nation in 2010.

The level of underweight and stunting was substantially lower than the baseline figures the program has for Kamuli District in 2001 and lower than the national figures in 2010 (Table 3.16).

It is unclear, however, if the SRL data can be compared with the standard government statistics for either the region or the government. This type of comparable data is critical for the SRL Program for several reasons:

- Documenting the SRL Program's impact and the impact of specific interventions. Malnutrition levels have—and continue to be—the single most important indicator used by USAID¹⁴² and other donors¹⁴³ to assess the impact of any food security program based on a livelihoods framework model. In layman's language, the level of malnutrition in the target community is the best indicator of need and the best indicator of whether the program has met that need; and
- Gathering more accurate and consistent data on malnutrition levels strengthens the program's ability to build sustainable linkages with the other government and private-sector partners who work in the areas of nutrition and health. For this collaboration to work, all of the partners have to agree on a common set of universally recognized tools for assessing need and measuring impact.

¹³⁸ WHO (2000). The management of nutrition in major emergencies. *Geneva*.

¹³⁹ **Methodology:** Anthropometric data was entered and analyzed into emergency nutrition assessment (ENA) SMART software 2011 version. Outliers in anthropometry data excluded from the analysis with $\pm 3SD$ of weight for height (WHZ), height for age (HAZ) and WHZ from the observed WHZ, HAZ and WHZ mean respectively.

¹⁴⁰ **Source:** Table 3.1 above.

¹⁴¹ **Source:** Table 3.1 above.

¹⁴² USAID. 2005. USAID. Office of Food for Peace. Bureau for Democracy, Conflict and Humanitarian Assistance (BCHA). Strategic plan for 2006 -2010. Washington. USAID/FFP.

¹⁴³ Peter Gubbels. 2011. Escaping the Hunger Cycle: Pathways to Resilience in the Sahel. Study commissioned by the Sahel Working Group (an informal inter-agency network, focusing mainly on Niger, Mali, and Burkina Faso = Catholic Agency for Overseas Development [CAFOD], Care, Concern, Christian Aid, Oxfam, Plan, Save the Children, Tear fund and World Vision). September 2011. Pg. 12.

4.0. Lessons Learned and Recommended Next Steps

4.1. Lessons Learned

4.1.1. IR 3.1. Build Community-Level Understanding About How Locally Grown Foods Can Be Used to Improve Nutrition

Observations:

While it is clear that the program has conducted extensive community-level training and training of trainers, VEDCO has not established a system for tracking specific trainings or the link between trainings and the capacity levels of the CNHWs or RDEs.

Recommendations:

Identify better systems for tracking SRL-sponsored trainings (who was trained, when, and by whom) on different health and nutrition topics, and develop a better system for assessing the knowledge and capacity of the CNHWs, RDEs, and CBOs as a tool for both assessing the training impacts and identifying future training needs.

4.1.2. IR 3.2. Strengthen Community Capacity to Identify and Manage Malnourished Children

Observations:

There is a great deal of anecdotal information that SRL's early programs to identify and rehabilitate malnourished children have been very successful. Since 2009, however:

- The nutrition budget for nutrition has decreased;
- The program has ceased providing consistent supervision and support to the CNHWs, whose functions were combined with other activities by the CBTs;
- The program has never developed a consistent system for tracking nutrition using standard indicators; and
- Very few of the program's activities have been co-executed with the key government partners that will be needed to sustain them once the program ends using standard indicators that their agencies recognize.

Although the pilot Nutrition Education Center is having a major impact in the single parish where it intervenes, it affects a small number of households and individuals compared with the earlier system of community-based rehabilitation of moderately malnourished children through the CNHWs. Any meaningful impact on malnutrition or improved tracking will require VEDCO/SRL to remobilize the CNHWs and find some standard for remuneration and their local transportation (bicycles) to ease outreach. Although the Ministry of Health VHTs exist in each village and have expressed their interest in the training, they are already overworked and unlikely to have the time to devote to active case finding and rehabilitation of malnourished children. If VEDCO does not reconstruct this village-level system, the question of tracking nutritional impacts is moot since the community-based programs won't be happening and there won't be anyone to help with rehabilitation or tracking.

Recommendations:

- Consider reinstating a certain amount of VEDCO/SRL support to the CNHWs that still live in the target villages and provide them with the means to work;
- Continue to track the impact of the pilot NECs and any new NECs that are created using some of the indicators currently being tracked;
- Develop the partnerships and uniform tracking system needed to monitor and sustain activities;
- Help the CNHWs organize themselves into legally recognized associations (like the marketing associations formed by the commercial crop and livestock producers), which will help them get better access to the training they need to improve their skills (from SRL as well as other governmental and non-governmental partners) and to contract to perform nutrition services for other service providers; and
- Conduct a quantitative baseline population survey to determine the malnutrition levels in the 57 villages where the nutrition program works.

4.1.3. IR 3.3. Improve the Nutritional and Health Status of Vulnerable Groups

Observations:

There is ample anecdotal information that the SRL Program's assistance to HIV/AIDS groups and the schools has been very positive. To date, however:

- There is limited quantitative information with which to track the impact of these programs over time or the cost-effectiveness of alternative models for achieving the same results; and
- Almost none of the activities have been executed in partnership with any of the key potential government and NGO partners that will be needed to sustain them.

Recommendations:

- Identify ways that the current system for tracking the direct and indirect impacts of the school lunch programs in the nine target schools can link to the broader SRL tracking system for nutrition;
- Develop a core set of indicators that can be used to track the SRL assistance for the HIV/AIDS groups;
- Identify key partners and consider selecting some of the standard indicators recognized by these partners to track the activities that target vulnerable groups; and
- Analyze all key partnerships—past, current and projected—for key areas that are needed to harmonize VEDCO/SRL's health and nutrition activities with other ongoing initiatives using some sort of standard table that is included in each year's annual report.

4.1.4. IR 3.4. Strengthen Community Access to Clean Water and Improved Water and Sanitation/Hygiene Practices

Observations:

Some of the key challenges in the next phase of the SRL Program include:

- Collecting information about the cost-effectiveness of alternative methodologies (i.e. boreholes vs. less expensive alternative strategies);¹⁴⁴
- An assessment of all the water user committees in order to identify the most successful ones from those that are less successful and what can be done to strengthen the effectiveness of the less successful ones; and
- The development of indicators that can be used to track the impact of the program's water resource development on the affected communities.

Recommendations:

Identify a better system for tracking the capacity of the water user committees as a tool for both assessing training impacts and identifying training needs, and determine the cost benefits of boreholes vs. alternative models for improving household access to potable water. A similar model could be used to assess the program's WASH initiatives.

Conduct a survey on the impact of the boreholes in the communities where they were set up, i.e. the social impacts, prevalence of water borne diseases, and other issues.

This information is critical to informed planning and decision making for the next phase.

4.2. Cross-Cutting Lessons Learned

4.2.1. *Critical Importance of Developing SO-Level Impact Indicators*

Observations:

Any long-term solution to sustain the most promising community-based nutritional and health programs that started under SRL will require increased collaboration with the local MoH and NGO partners working in these areas and the development of standard systems for collaborative tracking of the program's nutritional impacts. To date, this collaboration has been confined to having a few technical ministry staff attend the local trainings.

Especially important—both for SRL and for the MoH—is the two programs need to agree on a shared set of training modules and indicators for tracking the local-level impact of their programs. Although SRL has supported some isolated nutritional case studies at specific sites or schools, the program has never developed a nutritional surveillance system. The same collaboration might identify certain areas—like growth monitoring—where they can intensify

¹⁴⁴ Some of the CNHW reports suggest that some of the alternative options were not well received by the community. For example, an informal survey of water containers showed that the containers were not clean and the same container was used to collect water from different sources and also used for different functions within the home. This leaves the container contaminated with microbes. In as much as wells were protected and often cleaned, some are greatly contaminated. Many were stepped into as people fetched water. Apart from clearing bush around the well and scooping out some soil/silt, especially during the dry season when there is hardly any water, nothing much can be done to clean water in a well. Community members, with the help of the local/village level leadership, are mobilized to clean wells during the dry season when the wells are almost dry/empty. For Butansi, it was mentioned that cleaning the well was more of a responsibility of the person who owned the land where the well was located.

their collaboration (Table 3.17); areas without Xs indicate new areas that are projected to start in 2013. Given the critical importance of scaling up the program's impact on nutrition and making sure these impacts can be sustained once program funding ends, it is absolutely critical for the program to identify and build links to some of the other regional, national, and international partners working in nutrition.

Table 3.17. Strengthen the Capacity of the Local Partners and VEDCO to Monitor and Evaluate Nutrition Programs (TBD: Activities that can be planned for 2013 and beyond)

	2004	2005	2006	2007 ¹⁴⁵	2008	2009	2010	2011	2012	2013
Current and Proposed Collaboration with Local Partners										
Establish a nutrition M&E system for tracking performance of nutrition indicators										TBD
Conduct population nutrition surveys										TBD
Conduct district learning and accountability meetings										TBD
Undertake a population-based baseline, mid-term, and end-of-phase impact evaluations of the nutrition program										TBD
Strengthen program nutrition surveillance systems				X	X	X	X			TBD
Support academia to conduct applied nutrition research										TBD
Current and Potential Key Partners										
Uganda Bureau of Statistics (UBOS) (data cited only 2006)										TBD
National Agricultural Advisory Services (NAADS)—for culinary training and demonstrations										TBD
Kamuli District Health Office (DHO)		X	X	X	X	X	X	X	X	X
Des Moines Medical University (DMU)					X	X				
Community health units		X	X	X	X	X	X	X	X	X
Ministry of Health (MoH)		X	X	X	X	X	X	X	X	TBD
Mulago-Mwanamujimu Nutrition Unit										TBD
Department of human Nutrition-KYU										TBD
MAK (School of Public Health [SPH] and Department of Food Science Technology [DFST])										TBD
UNICEF, World Vision, JCRC										TBD

Source: VEDCO/SRL Participant Feedback, M&E Workshop. November 2012.

Recommendations:

- Determine exactly how many nutrition interventions have been executed in specific villages and how many people (approximately) have been affected by these different interventions;

¹⁴⁵ **Source:** Sseguya, H. 2007. Annual Evaluation Report for the Livelihoods Programs in Uganda. Kampala: CSRL and VEDCO.

- Estimate the number of women and children in the target range that are in these villages;
- Based on this information, the program can determine how many villages they can target for nutrition activities in the next phase;
- Parallel to these activities, SRL needs to review the recent literature on international standards for tracking community-based nutrition programs, as well as the standard indicators being tracked by the Uganda government in order to determine a list of reasonable indicators and targets. Although the program has developed an initial list of indicators—and conducted a strengths, weaknesses, opportunities, and threats (SWOT) analysis of these indicators in addition to the existing indicators—it is unclear which ones are the best to choose. Given the highly technical nature of this type of program, it might be useful for SRL to ask one of the nutrition specialists associated with one of the established US NGOs that is executing a USAID-funded program to help them with this task;
- Once the target population (past and present) is better understood and the program has reached some consensus on the expected impacts of the SO3 activities, it would be appropriate to review what adjustments might need to be made in the activities under specific IRs;
- Leadership on these activities should be firmly placed with the SRL nutrition and HIV specialist to ensure appropriate coordination and report tracking;
- Given the huge scale of the task, however, the specialist would benefit from the proactive development of some mini Scopes of Work (SOWs) for applied research projects that would help execute these projects. Based on this initial draft, MAK and ISU faculty and students could develop small mini-projects to support the achievement of the SO- and IR-level impacts. Some elements of the SOW would outline short-term assistance needs such as helping execute a new population-based nutrition survey. Others could outline more long-term applied research and training programs to assist with these activities over several years; and
- Given the specificity of growth monitoring in Uganda, the SRL Program might wish to consider the development of a partnership with one of the US NGOs that is executing the nutritional component of one of the USAID-funded Title II or Feed the Future programs.

4.2.2. Complementary Applied Research Topics

Observations:

Each year, between 20 and 30 undergraduate students participate in the service-learning program. Another five to 10 ISU, MAK, and Kyambogo University (KYU) graduate students are either directly or indirectly involved with the SRL Program, and many faculty members are interested or actually come out for short-term support. Also some of the VEDCO staff may be interested in pursuing Masters and PhD research in nutrition.

Recommendations:

One of the key recommendations from the September 2012 workshop was to develop a list of applied research topics that could provide input and management decisions that the program is likely to face in 2013 and 2014 (Table 3.18).

Table 3.18. Suggested Areas for Applied Research and Case Studies that Could Contribute to the VEDCO/SRL M&E System for SO3

Topic	Short-Term Case Study (One Week; Undergraduate, Graduate, or Faculty)	Three-Month Project (Master's Thesis)	One- to Two-Month Research Project	Long-Term Research Project
IR 3.1. Build Community-Level Understanding About How Locally Grown Foods Can Be Used to Improve Nutrition				
Research to assess the effectiveness of the nutritional interventions	Case of a nutritional practices (both good and bad) households affiliated with farmer's groups where the CBT is actively promoting nutrition	Research that examines the impact of the cooking demonstration activities have been a major focus of the VEDCO/SRL activities	Research that examines the impact of the cooking demonstration activities have been a major focus of the VEDCO/SRL activities	Longer-term research project (by a student or faculty member) to track the activities and impact of the revitalized CNHW system (if it is revitalized) in the communities
IR 3.2. Strengthen Community Capacity to Identify and manage malnourished Children				
Case study of CNHW experiences with supervising the rehabilitation of malnourished children using standard indicators (if the community based system is revitalized)	For individual CNHWs in a specific community	For a parish		
Longer-term research project (by a MAK and/or ISU faculty member) to track the execution and impact of activities under this IR				Longitudinal research comparing the link between specific types of activities and reduced malnutrition
IR 3.3. Improve the Nutritional and Health Status of Vulnerable Groups				
Case study of program efforts to target HIV/AIDS-affected households and/or other targeted vulnerable groups using standard program indicators	Case study of a single family or group (could compare a more with a less successful group)	Comparative review of all the efforts to target vulnerable households		
Research to examine the nutritional impact of the school feeding programs (SFP) and school gardens in the other four target schools not yet studies.	Yes	Yes	Yes	Yes
IR 3.4. Strengthen Community Access to Clean Water and Improved Water and Sanitation/Hygiene (WASH) Practices				
Community based research on WASH practices	A series of student case	Comparative survey	Comparative survey	

Topic	Short-Term Case Study (One Week; Undergraduate, Graduate, or Faculty)	Three-Month Project (Master's Thesis)	One- to Two-Month Research Project	Long-Term Research Project
	studies of different strategies for increasing access to clean water (borehole vs. lower cost technologies)			
Longer-term research project (by a MAK and/or ISU faculty member) to track the execution and impact of activities under this IR				Yes for the entire SRL zone (boreholes as well lower cost water measures)

Source: VEDCO/SRL Staff Recommendations, M&E Workshop, November 2012.

DRAFT

Chapter Four

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

Nancy Rapando, Stephen Kato, Ronnie Balibuzani, and Henry Kizito¹⁴⁶

1.0. Background

The 2005 baseline participatory rural appraisal (PRA) report provided an overview of the people, natural environment, and agricultural resources of Kamuli District as well as their local institutions and culture for the three parishes that provided the initial focus of the program.¹⁴⁷ Key elements of the cultural context with direct relevance to local capacity include:

- *Ethnic Diversity but Minimal Inter-Ethnic Conflict:* In contrast to many areas of Uganda, Kamuli District was characterized by a great deal of ethnic diversity, with the highest level of ethnic diversity being at Namasagali and the lowest being in Butansi. Although Kamuli District was affected by the civil unrest that rocked Uganda in the 1980s, relatively little of this was inter-ethnic;
- *Prominent Role of Religious Leaders:* In contrast to other areas of Uganda that were more ethnically homogeneous, the principal leaders in this region were from the dominant religious groups (Protestants, Catholics, and Muslims) who worked in close collaboration with one another;
- *Decentralized Political and Administrative Structures with Limited Budgets:* In keeping with the Uganda government's commitment to full decentralization, the district included local offices of most of the major ministries involved in rural development (Table 4.1). With few commercial cash crops and no major export other than a few seasonal cash crops, the tax base of the local government was very weak;
- *Limited NGO Activity:* Only two other non-governmental organizations (NGOs)—one international (Plan International) and one national (Kamuli District Farmers Association)—were active in the parishes in the district, but neither of these worked much with rural farmers (Table 4.1); and
- *Relatively Large Number of Producer and Very Few Marketing Groups with Limited Capacity:* The same baseline surveys identified a large number of producer and

¹⁴⁶ Nancy Rapando is currently the program director for VEDCO and VEDCO focal person on value chain development and farmer extension systems (2010-2012). Prior to this she was the VEDCO program manager for the Food Security Recovery Program for Conflict-Affected Areas (a USAID/ACDI-VOCA-funded program to VEDCO Uganda) and the program manager for the Volunteers for Africa.

Stephen Kato is the VEDCO SRL monitoring & evaluation officer (2011-present). Prior to this he was a VEDCO volunteer in the VEDCO M&E Department Kampala.

Ronny Balibuzani currently services as the project extension officer in charge of Namasagali Sub-County and the marketing and agri-trade officer (2008-present).

Henry Kizito is the second director of VEDCO. Under his leadership (2004 to date) VEDCO has scaled up its operations from two to 20 districts, two to 18 donors, and from 30 to 135 employees.

¹⁴⁷ Sseguya, H. and Masinde, D. 2005. Towards Achievement of Sustainable Rural Livelihoods in Kamuli District, Uganda: a Baseline Assessment. Ames, Iowa: Center for Sustainable Rural Livelihoods, Iowa State University.

marketing groups, many of which had been created by earlier development programs. In contrast to what had been expected, many of these groups were already registered with the local administration and the conditions were similar to the selection criteria that VEDCO had required (e.g. constitution, by-laws, and regular membership) in its previous areas of intervention.

Table 4.1. Institutions and Organizations Operating in Butansi and Namasagali Sub-Counties of Kamuli District

Organizations/Institutions	Services Provided
Local and National Organizations	
Schools (primary and secondary)	Education
Water Works Department	Construction, supply, and maintenance of water sources
Local Administration Police	Maintaining law and order
Community-Led HIV/AIDS Initiative Project (CHAI)	Food security, nutrition, health, group/association formation, and marketing
Village Banks	Saving and borrowing cash
Africa 2000 Network (A2N)	Training and materials support related to food security
Religious Organizations (churches, shrines, and mosques)	Spiritual and community development
Farmer Groups	Assisting members to address development issues related to selected enterprises
Sub-County Local Government and Local Councils	Leadership and provision of advisory and technical services
National Organic Movement of Uganda (NOGAMU)	Training and technical advisory on organic agriculture services
AIDS Education Group for Youth (AEGY)	Counseling and material support to HIV/AIDS people especially the youth
Kamuli District Farmers' Association (KDFA)	Training and provision of agricultural inputs
National Agricultural Advisory Services (NAADS)	Agricultural advisory services
Trust Bank	Credit services
Adult Literacy Unit	Educational and literacy programs
National Women Disabled Union (Kamuli Branch) ¹⁴⁸	Assisting disabled women with inputs and inputs
Health Centers and Hospitals	Medical and health services
Grain Millers ¹⁴⁹	Cereal milling services
International Organizations	
Habitat for Humanity	Construction of housing units for disadvantaged people
PLAN International	Training and material support for food security
FINCA-Uganda	Provision of credit services
Action Aid ¹⁵⁰	Mitigating effects of climate change; advocacy to build awareness of climate change.

Source: Kamuli NGO Forum, Kamuli District Community Development Office. 2012.

This analysis reconfirmed VEDCO's commitment to:

- Focus most of its activities on groups and associations rather than individual households;

¹⁴⁸ Reported only in Butansi Sub-County.

¹⁴⁹ Reported only in Namasagali Sub-County.

¹⁵⁰ Reported only in Namasagali Sub-County.

- Build the capacity of groups to lobby for and receive resources from the national government and to better access markets; and
- Develop the capacity of VEDCO and its partners to offer farmer advisory services.

To address these issues, the VEDCO/SRL Program developed a four-pronged strategy designed to achieve five Intermediate Results (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.

2.0. Evolution of SO4 Activities to Build Community Organizational Capacity

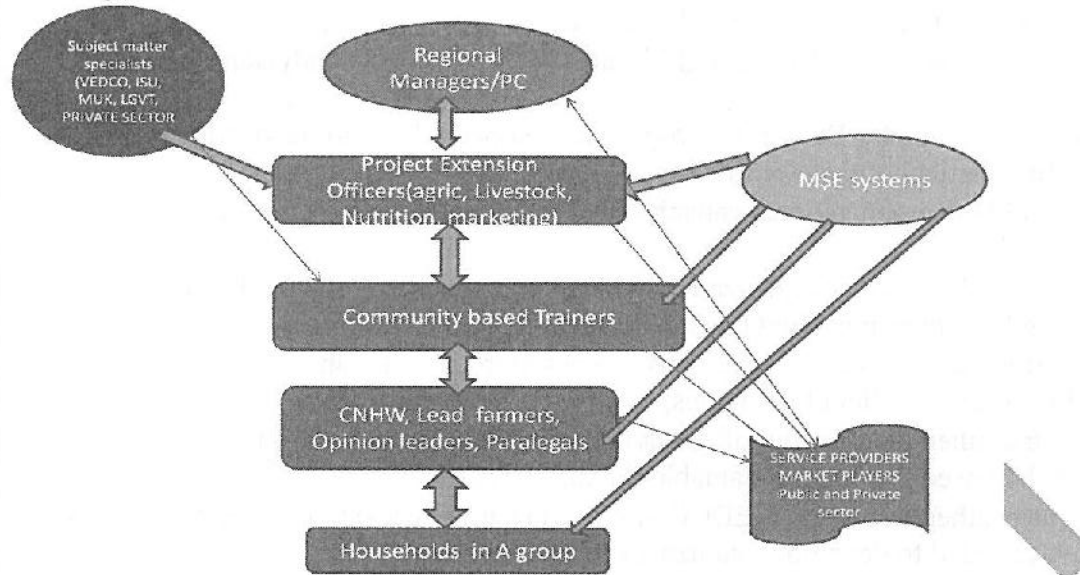
2.1. Role of Project Officers and Project Extension Officers in Capacity Building

In contrast to the other strategic objectives of the VEDCO/SRL Program, VEDCO does not include any lead officer in charge of organizational capacity building. This is because the VEDCO/SRL capacity-building model was designed as a cascade system in which:

- VEDCO/SRL program officers—or focal persons for specific components like crop production livestock, value chain activities, or nutrition—train the project extension officers (PEOs);
- PEOs train the community volunteers (i.e. the rural development extensionists [RDEs] and community nutrition and health workers [CNHWs] from 2005-2009, and the community-based trainers [CBTs] after 2010); and
- Community-based volunteers train the farmers together with group subject matter leaders like CNHWs and lead farmers who are in charge of demonstrating technologies to group members.

The capacity of PEOs and CBTs is built by subject-matter specialists from VEDCO, Makerere University (MUK), Iowa State University (ISU), and other private- and public-sector partners.

Figure 4.1. FARMER INSTITUTION CAPACITY AND PARTNERSHIP LINKAGE SYSTEM



Source: N. Rapando, Presentation to Makerere University on the VEDCO System for Building the Capacity of CBTs in October 2012.

2.2. IR 4.1. Build the Organizational Capacity of Community-Based Producer and Marketing Organizations

2.2.1. *Community-Based Producer Groups*

Given the large number of pre-existing registered groups in the three parishes, VEDCO decided to focus its initial crop production activities on pre-existing groups that were active in the value chains they were promoting in the priority parishes they were targeting. VEDCO worked with 78 groups in 2004 and 70 groups in 2005.

2.2.1.1. *Initial Training Models*

Most of the initial group trainings were conducted by RDEs and CHNWs, who were trained by VEDCO staff through Training of Trainers (TOT) sessions. The VEDCO/SRL Program used a modular approach to preparing the community resource persons. The first module was a pre-prepared RDE module that VEDCO had used in other locations, which included 11 themes (see modules 1-11 in Table 4.2). A twelfth theme—nutrition and health—was added in 2005 when the program added the CNHWs (Table 4.2).

2.2.1.2. *2007 Assessment of the VEDCO/SRL Capacity-Building Model*

By 2006, it was clear that the groups varied widely in terms of their capacity. To address this, the SRL Program organized an assessment of each group that it worked with in 2007 in terms of:

- The history of the group:

- Member participation in group activities and access to group-facilitated/provided services;
- Leadership and conflict-management issues;
- Communication and information flow;
- Linkages and partnerships; and
- A self-assessment of group activities in relation to group objectives and services accessed.

The 2007 assessment showed:

- The original target groups had—and continued to have—a wide range of interests that included improving food security through agricultural and livestock production, collective savings, adult education, and mutual support to disadvantaged groups, not all of which were in alignment with the SRL Program;
- Some of the groups needed to change their focus to fit with the activities that the SRL Program was promoting, leading a number of groups to drop out of the program and reducing the number of groups the program worked with from 70 in 2006 to 62 in 2007; and
- While some groups operated democratically (i.e. had a clear schedule of selecting leaders in a democratic way), others groups were dominated by a small number of leaders.

When ranked in terms of goal achievement, representativeness, mobilization of members, and future scenarios of the groups, the 2007 assessment indicated that most groups:

- Ranked 50% on progress toward the achievement of the goals outlined in their action plans;
- Scored low when ranked on the commitment of members to implement what they had been taught;
- Scored very high (near 100%) in terms of achieving SRL goals for gender equity and ethnic and religious diversity; and
- Scored low for mobilization from vulnerable groups.

The same assessment noted that the VEDCO extension staff did not adequately think through the objectives of each training session, which made it difficult for the RDEs and CNHWs to choose the most appropriate content and methodology for subsequent trainings.

2.2.1.3. *First Systematic Revision of the Capacity-Building Model (2008)*

Based on this feedback, VEDCO/SRL undertook its first major revision of the modules to make them shorter and more readable. This time period coincided with development of training programs to build the confidence and skills of group leaders. Based on feedback to the program that was collected in 2009, this led to a 50% increase in number of members willing to take up leadership positions within the same year.¹⁵¹ The group dynamics and leadership training was part of a unit designed to equip farmers with the leadership skills to manage their farmer institutions effectively (Table 4.2).

¹⁵¹ P. Isubikalu.2009. Evaluation report, Sustainable Rural Livelihood Improvement Programme in Kamuli District, Uganda. Ames, Iowa: Center for Sustainable Rural Livelihood (CSRL).

The 2009 curriculum revision coincided with the decision to shift from an all-volunteer system of community-based workers to the new position of the paid CBTs. Twelve new CBTs were recruited in 2010, with each CBT covering one parish with 250 of the VEDCO target households. Once the CBTs were hired, they became the principal conduits of program training for the groups.

Two trainings were organized in 2010. The first, an initial three-day orientation workshop was organized to introduce the CBTs to the new approach, their roles and responsibilities, and training on data-collection tools and reporting formats. The CBTs were then assigned to their respective areas of operations. The second training was a three-day TOT workshop designed to equip the CBTs and VEDCO/SRL staff with better facilitation skills and to emphasize hands-on experiences and practical approaches. Nutrition topics were used to test the trainers' new skills acquired in the facilitation training.

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Table 4.2. List of Training Modules Used by VEDCO/SRL for PEO and Community Volunteer Trainings in Kamuli District, 2004-2012

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: Patrick Sangi, Ronnie Balibuzani, Benon Musasizi, Jane Nakiranda, and Jane Sempa verified by Nancy Rapando and Stephen Kato. November 22, 2012.

Although gender mainstreaming was an important consideration in all of the VEDCO/SRL activities, the program did not add a gender training module until 2011. This was a special-case training that was offered only one time by the VEDCO gender focal person in 2010 in response to the female farmers in these groups complaining that the male farmers were leaving all the agricultural and household activities to them.

A third review was organized in April 2012¹⁵² and included the revision of specific modules, including one with a much more focused emphasis on the organizational capacity issues.

By 2012, SRL was working with 141 farmer groups in 57 villages (Table 4.3). All 141 of these groups (100%) were focused on agricultural production and livestock management, and 23 (16.3%) of these groups were designed to strengthen vulnerable groups.

Table 4.3. Evolution of the Number of VEDCO/SRL Groups and Group Membership (2005-2012)

Total Number	2005	2006	2007	2008	2009	2010	2011	2012
Number of Official Farmer Groups Supported by VEDCO/SRL	78	70	62	63	150	140	141	141 groups in 57 villages
Number of Members in Groups SRL Works with	1804	1430	1117	1023	1200	1225	1225	1291 members
Total Males	667	386	330	271		432	388	378 male members
Total Females	1127	1044	787	752		768	837	913 female members
Total Households					2417	2019	2119	2100 households

Source: VEDCO/SRL M&E Records, M&E Officer Kato Stephen. November 2012.

2.2.2. Marketing Associations

To ensure access to marketing opportunities and information, VEDCO/SRL facilitated the organization of three sub-county-level associations from 2005 to 2007. The associations were trained on farming as a business, negotiation skills, lobbying and advocacy, marketing, quality control, value addition, and post-harvest handling, which were the same as those trainings passed on to farmer groups. The SRL marketing and agric-trade officer conducted the trainings. In 2006/07, the SRL Program facilitated the development of a new community-based resource center in Butansi Sub-County for the Butansi Farmers Association. This helped the association's members to access different training materials, thus building on their capacity to run their associations more effectively. The community-based resource center is continuing, and the program hopes to open more community-based resource centers in other sub counties of Namasagali and Bugulumbya. The funding was both from VEDCO/SRL and Butansi Sub-County local government.¹⁵³

Once groups decided to form an association, they received special trainings, which focused on farming as a business, association governance, quantity and quality assurance, post-harvest

¹⁵² CSRL. 2012. Practitioner Training Workshop. Kampala: RSL and VEDCO. April.

¹⁵³ The building was provided by the Butansi local government, and VEDCO/SRL worked on the completion, stocking it with information materials.

handling, and records management. Most trainings were offered by the PEOs using the above modules, which were developed and/or revised in 2012 (Table 4.2). VEDCO/SRL used the same modules to train the marketing associations, but with a greater emphasis on training larger group and themes like quality assurance and farming as a business.

Since 2004, VEDCO/SRL has increased the number of registered associations it works with from one to seven (Table 4.4). This is a major achievement and directly builds the capacity of the 140 groups who already belong to associations—99.3% of the 141 groups that VEDCO currently works with—that have members in these groups.

Table 4.4. Evolution of Associations VEDCO/SRL Helped Facilitate for VEDCO/SRL Groups¹⁵⁴

Total Number	2005	2006	2007	2008	2009	2010	2011	2012
Number of Groups Supported by SRL	78	70	62	63	150	140	141	141 groups in 57 villages
Membership in Associations Supported by SRL	1	3	3				7 (soybean, beans, and maize association)	7 (soybean, beans, and maize, piggery association)

Source: SRL PEO Reports.

¹⁵⁴ Each number of associations is for that specific year but not a summation of the previous years.

Table 4.5. Activities and Structure of the Associations SRL Supports in Kamuli District

Name of the Association and Year Created	Number of Groups Belonging to the Association & Individuals Belonging to these Groups (Estimate)	Activities, Achievements, and Goals; Role of SRL in Creating the Association and Helping Achieve Its Goals	Autonomous Resources; Ability to Mobilize Resources for Members; Negotiated Deals
Kamukamu Farmers' Association (2010)	5 groups	<p>Activities: Trains members in collective marketing, records keeping, agronomic practices, saving & credit, governance, and PIHH (post-harvest handling).</p> <p>Achievements: They have established their own collection and bulking center, which has enabled members to gain higher prices for their produce.</p>	<p>-Created Memorandum of Understanding (MOU) with the participating farmer groups; -Office block that houses a satellite collection point and association offices; -Rents maize shellers to association members; -Rents and sells tarpaulins to members and non-members; -Creation of a VSLA (Village Savings and Loan Association) that provides small loans to members;¹⁵⁵ and -Negotiated deals with Kamuli Farm Supply, Agro-Ways Uganda Limited (Jinja), and Kazimuni Input Dealers for agricultural inputs.</p>
Namasagali Farmers' Association (2008)	11 groups	<p>Activities: -Collective purchase of agricultural inputs; and -Trainings.</p> <p>Achievements: Increase in yields, timely planting due to collective purchases.</p>	<p>-Rents and sells post-harvest technologies like tarpaulins, -Office block that houses the offices of the association and a satellite collection point -Created MOU with participating farmer groups; and -Negotiated deals with Kamuli Farm Supply, Agro-Ways Uganda Limited and Kazimuni Input Dealers for agricultural inputs.</p>
Butansi Development Farmers' Association (2008)	30 groups	<p>Activities: -Purchases agro inputs in bulk; and -Offers different trainings to members.</p> <p>Achievements: -Selling in bulk; and -Started value addition on produce.</p>	<p>-Rents tarpaulins to members and non-members; -Office block that houses a satellite collection point and the association offices; -Created MOU with participating farmer groups; and -Negotiated deals with Kamuli Farm, Agro-Ways Uganda Limited, and Kazimuni Input Dealers for agricultural inputs.</p>
Bugulumbhya Development Farmers' Association (2008)	40 groups	<p>Activities: Trainings in collective marketing, governance, negotiation skills, and agronomic practices.</p> <p>Achievements: Bulk and selling collectively.</p>	<p>-Created MOU with participating farmer groups; -Office block that houses a satellite collection point and the association's offices; -Rents and sells post-harvest technologies like maize shellers and tarpaulins to members and non-members; -Created a VSLA that provides small loans to members; and -Negotiated deals with Kamuli Farm, Agro-Ways Uganda</p>

¹⁵⁵ Kamukamu Farmers' Association has applied for a grant from Ministry of Finance-Uganda with the help of VEDCO/SRL manager and micro-credit and enterprise development officer.

Name of the Association and Year Created	Number of Groups Belonging to the Association & Individuals Belonging to these Groups (Estimate)	Activities, Achievements, and Goals; Role of SRL in Creating the Association and Helping Achieve Its Goals	Autonomous Resources; Ability to Mobilize Resources for Members; Negotiated Deals
Namasgali Parish Farmers' Association (2008)	7 groups	<p>Activities: Collective production of groundnuts and cassava.</p>	<p>Limited, and Kazimini Input Dealers for agricultural inputs. -Rents and sells post-harvest technologies like maize shellers and maize millers to members and non-members; -Office block that houses a satellite collection point and the association's offices; -Created a VSLA that provides small loans to members; and -Negotiated deals with Kamuli Farm, Agro-Ways Uganda Limited, and Kazimini Input Dealers for agricultural inputs.</p>
Naluwooli Bisoboka Farmers' Association (2008)	20 groups	<p>Activities: Collective maize production. Achievement: -Store collectively; -Track and keep records of farmers' produce; and -Organized collective marketing, which enables their members to negotiate higher prices.</p>	<p>-Negotiated deals with Kamuli Farm supply, Kazimini Input Dealers, and Agro-ways Limited for agricultural inputs; -Created a VSLA that provides small loans to members; and -Sells and rents post-harvest technologies like maize shellers and tarpaulins to members and non-members.</p>
Butansi Piggery Association (2012)	26 groups 148 non-target farmers 52 target farmers	<p>Activities: Collective purchase of feed and drugs. Achievements: Bulk and selling members' animals to big abattoirs in the region.</p>	<p>-Managed commercial piggery facilities; -Managed bulking centers for pig feeds; -Created a VSLA that provides small loans to members; and -Negotiated deals with Kamuli Farm supply, Kazimini Input Dealers, and Agro-ways Limited for agricultural inputs.</p>
Bugulumbya Piggery & Poultry Association (2012)	21 groups 61 non-target farmers 37 target farmers	<p>Activities: -Collective marketing of pigs; and -Collective purchase of feed. Achievements: Collective selling of pigs.</p>	<p>- Negotiated deals with Kamuli Farm supply, Kazimini Input Dealers, and Agro-ways Limited for agricultural inputs; and -Created a VSLA that provides small loans to members.</p>
Bwiiza Piggery Association (2012)	9 groups 20 non target farmers 29 target farmers	<p>Activities: Registration of members and constitution writing. Achievements: Membership of 60 and district registration.</p>	<p>Mobilization of resources for the collective purchase of feeds.</p>

Source: Program notes from Sangi Patrick, John Sembera, and Ronnie Balibuzani consolidated by Kato Stephen, November 20-23, 2012.

2.2. IR 4.2. Strengthen Farmer Organizations' Access to the Private- and Public-Sector Services that Strengthen Community and Household Capacity to Manage Risk

In the last seven years, most food security programs based on a livelihood systems approach have added risk management as a core objective or intermediate result due to growing evidence of how smallholders' coping mechanisms during disasters could erode the basic assets—like human health, children's educations, livestock herds, and soils—they need to be resilient. Despite minor variation, these programs all follow the classic Early Warning/Emergency Response (EW/ER) model designed to build local communities' abilities to anticipate crises and to communicate this information to the regional authorities that are the official state institutions charged with EW/ER.

Both the 2005 baseline PRA and the mid-term evaluation report identified a large number of livelihood-related shocks, seasonality issues, and trends that posed a threat to the livelihoods of the Kamuli people.¹⁵⁶ These risks included: unpredictable weather conditions, poor markets, crop/livestock pests and diseases, small land sizes, and inadequate access to farm equipment to expand acreage. The principle coping strategies during disasters or shocks include short-term immigration to work in neighboring towns, relying on handouts from neighbors and other relatives, and/or purchasing food from Kamuli or neighboring towns from those who could afford to help them.

These baseline findings were confirmed by the fact that Kamuli District has experienced district-wide and/or site-specific crises in three of the seven years that the SRL Program has functioned there (Table 4.6).

Table 4.6. Major Risks and Shocks in Kamuli District Since 2004

Year	Incident	Shock Occurred
2004		
2005		
2006		
2007	Flood at the end of 2007	
2008		Food shortage from loss of previous year's crops
2009	Drought caused low yields	Food shortages
2010	Plani disease outbreak in Bugulumbya Sub-County	
2011	Major drought year	Food shortages in Bugulumbya
2012	Swine fever breakout in Namasagali	Loss of livestock assets for the newly developing commercial pig production

Source: Ronnie Balibuzani and Kato Steven, November 20, 2012.

To address the Kamuli District's vulnerability to seasonal risk and shocks, the VEDCO/SRL agricultural programs encouraged farmers to adopt a more diversified package of climate-smart cropping systems with different production requirements in terms of rainfall, maturation periods,

¹⁵⁶ P Sseguya, II. and Masinde, D. 2005. Towards Achievement of Sustainable Rural Livelihoods in Kamuli District, Uganda: a baseline assessment. Center for Sustainable Rural Livelihoods, Iowa State University, USA. P. Isubikalu. 2009. Evaluation Report. Sustainable Rural Livelihood Improvement Programme in Kamuli District, Uganda. Ames, Iowa: Center for Sustainable Rural Livelihood (CSRL).

and crop storage (see Chapter One in this volume). The only other activities were reactive trainings that the district environmental officer conducted after the 2007 floods in Kamuli.

In 2011, the Ministry of Agriculture, Animal Industry, and Fisheries announced a new National Food and Income Security Policy. To support this policy, SRL, in collaboration with the local governments, opted to create parish-level food security committees in each of the 10 parishes where it intervenes. The role of the committees is to oversee the planting of food security crops, crops that are planted as a buffer for shocks such as cassava, yams etc. It is also expected that these committees will serve as liaison between the local communities in each parish and the major representatives of the government and private-sector emergency response agencies at the district, regional and national level (Red Cross, World Food Program [WFP], and Disaster and Preparedness Ministry of Uganda).

These activities have been executed in steps:

- **Step 1:** Initial meeting with the agricultural committee for each of the three sub-counties and at the parish level;
- **Step 2:** Establishment of the committees and the scope of work for the committees (October 2012);¹⁵⁷
- **Step 3:** Initial training of the committees in basic principles of agronomy using a standard module adapted from ACDI/VOCA; and
- **Step 4:** Eventually, the VEDCO/SRL Program anticipates working with the WFP and the Red Cross to develop protocols that can be used if an emergency occurs. This type of pre-negotiated protocol is critical in mobilizing an efficient and effective response when an emergency strikes.

2.3. IR 4.3. Strengthen Farmer Organizations' Access to the Private- and Public-Sector Services Needed to Sustain Resilient Livelihoods

2.3.1. *Linkages with Public-Sector Institutions and Development Non-Governmental Organizations*

From the baseline study, it is clear there were a large number of public-service providers already in the community. These actors offered several services, which implied that the major role of the SRL Program was to complement the existing programs' activities. The major actor was the local government, which was divided into the technical and the political arm. The technical arm included the government merit-based deployed staff that technically led the various interventions, while the other category included the locally appointed leaders that provided political guidance and approved the technical plans. They would also monitor, supervise, and evaluate the community interventions.

During the baseline, the community members that the VEDCO/SRL staff encountered concurred that the local administration had positive service delivery except in the areas of the returns on

¹⁵⁷ It is to be noted that the scope of work for these committees was influenced by the Africare Food Security Community Capacity Index (FSCCI) guidance which includes a section for assessing the capacity of this type of Emergency Warning and Response committee. The FSCCI has been used successfully in Africare and local government in Kabale, Uganda.

taxes. They were also able to name the organizations that they have worked with and those whose services they had accessed outside the community (see Table 4.1 above).

The original VEDCO/SRL system of community development and nutrition/health volunteers (RDEs and CNHWs) was designed to strengthen the community's contact with the pre-existing base of public and private service providers on three levels:

- First, by increasing community demand for these services;
- Second, by increasing the services' willingness to provide quality services to the community; and
- Third, to facilitate service delivery by having the RDEs and CNHWs serve as relays.

In the early years, most of the groups depended almost entirely on VEDCO for service provision. Though they acknowledged working with the local government program National Agricultural Advisory Services (NAADS), they complained that their operations were not that easy to work with. Other public institutions included Aids Education Group for Youths (AEGY), Students Partnerships Worldwide (SPW), Integrated Rural Development Initiatives (IRDI), Kamuli Peoples Integrated Development Association (KAPIDA), and the farmer associations initiated by VEDCO.

In 2009, VEDCO decided to become better informed about what other NGO and government institutions were doing in Kamuli District in order to explore the potential for improved collaboration in five key areas:

- Farming;
- Seed provision;
- Nutrition and sanitation;
- Water provision; and
- Improvement of school facilities.

In 2012, the program began a series of activities to help develop the intra-district networks with NGOs and other government programs that were being facilitated by the Kamuli NGO Forum ¹⁵⁸ (Text Box 4.1).

¹⁵⁸ The Kamuli NGO Forum was created in 2006. Today, the Forum has a full time staff that reports to the national NGO forum, which receives a contribution from the government: ministry of gender and major donors. The official representative of SRL is the Kamuli manager. Each year the SRL pays an annual subscription to the district level forum and contributes refreshments to the local district functions which the local forum organizes in collaboration with the national forum.

Text Box 4.1. Potential Government and Non-Governmental Organization Partners for VEDCO/SRL in Kamuli District, 2012

Some of the organizations that were and continue to be active in the target parishes include:

- NAADS trained the community in improved farming methods and provided some planting materials. It supported some members through buying their produce (groundnuts and piglets) that were distributed to the NAADS groups. NAADS also recruited some RDEs to train some communities;
- Ministry of Water and Environment (MOW&E) built a public latrine and planted trees at the sub-county headquarters;
- Instrument Research and Development Establishment (IRDE) held trainings in environmental management/protection, energy-saving stoves, and bee keeping;
- Plan International:
 - Offered trainings to farmer groups on formation of VSLAs and initial capital to run them;
 - Provided farm tools (hoes, rakes, wheel barrows, and watering cans) to Naluwoli primary school; and
 - Gave trainings to farmers in Butansi on HIV/AIDS, maternal health, and child protection.
- Christian Children's Fund (CCF) gave a bore hole;
- Kamuli District Farmers' Association (KADFA) trains in farming;
- ACTION AID built some classroom blocks; and
- Africa 2000Network (A2N) gave some members cows, goats, chickens, and seed (beans, soya, and groundnuts).

Source: NGO Forum Secretariat in Kamuli. October 2012.

2.3.2. Linkages with Private-Sector Commercial Enterprises

From the start, it was clear that one of the best means of sustaining farmers' access to the inputs needed to maintain higher crop yields was through creating stronger private-sector linkages.

In 2006, groups were connected to World Food Program, Uganda Grain Traders Limited, and AfroKai (local produce trader) to supply over 500 tons of maize and other produce through the efforts of VEDCO.¹⁵⁹

To facilitate this process offered, VEDCO/SRL supported:

- Business skills training for 24 groups and 24 individuals in 2011;
- Microfinance training for 25 groups and 14 individuals in 2012; and
- Value chain training for 16 groups in 2011 and 26 groups in 2012.

The program has also made a concerted effort to:

- Encourage groups to open bank accounts since this facilitates trade. To date, however only 15 groups have opened up accounts: two in 2011 and 13 in 2012; and
- Organize meetings between service providers and association members; there was one meeting in 2011 and nine meetings in 2012; three with associations and six with farmer groups.

¹⁵⁹ Former Project Officer for Service Learning Ibrahim Mbadhii provided this information.

2.4. IR 4.4. Strengthen the Capacity of Disadvantaged (Vulnerable) Groups to Access the Services They Need for More Sustainable Livelihoods

One of the major objectives of the SRL Program was to empower disadvantaged persons through specially designed programs to enable them improve their livelihoods. To address this issue, SRL helped create and/or reinforce local community organizations and/or institutions that attempted to meet the needs of the groups of vulnerable households.

2.4.1. *Sub-IR 4.4.1: School Garden and School Feeding Programs*

The first two schools the SRL Program chose for school gardens—Namasagali and Nakanyonyi primary schools—were chosen based on availability of land and their willingness to participate in the program. The program was expanded further to include Kasambira Seventh Day Adventists (SDA) Primary School, Kiwungu Primary School, Wandegeya Primary School, Namasagali Staff Children Primary School, and Naluwoli Primary School. The capacity-building component of the program focused on schoolteachers and their students increasing their understanding of some of the practical principles of agriculture being used on the school gardens and the potential benefits of the program to academic progress.

Given the critical importance of teachers as the apex of the school garden program, it was important for the program to work with teachers to encourage high levels of ownership and support for the school gardening program from the parents through each school's Parent Teacher Association (PTA).

Once chosen, the VEDCO/SRL Program worked with the PTAs to build their understanding of the nutritional importance of providing students a healthy lunch. This initial port of entry then permitted them to introduce other themes such as building student's understanding about scientific agriculture, introducing new seed varieties, nutrition, and hygiene.

SRL started with one pilot school program in 2006 and gradually scaled up to the current program. Although all four (Namasagali, Nakanyonyi, Naluwoli and Wandegeya) participants of the current programs are considered a success in terms of fulfilling their core functions, not one of these is considered fully sustainable without outside support at the present time due to the very real limits on how much the students can produce on their tiny plots. Any long-range plan to sustain this program will need to depend on outside donations from parents or commercial farms and/or some future form of government subsidy not yet developed. In the short-run, however, SRL recognizes that:

- The impact of the knowledge being imparted through the students to their parents is a critical activity that is helping to achieve some of the wider goals envisioned under SO1, SO2, and SO3; and
- The direct nutritional impact of the program on the students, which is clearly visible to the wider community, helps to reinforce the importance of that message.

Given the significance of this program as one of the few pilot tests of a community-based initiative for the Ministry of Education's endorsement of school lunches, both VEDCO and SRL need to identify better ways to track the nutritional and outreach impacts of the program on the

students. Although a number of isolated case studies and one master's thesis have already been conducted by students, most of these studies focused on specific schools.

2.4.2. Sub-IR 4.4.2: Special Programs for Vulnerable Groups

Another set of disadvantaged groups was the “poorest of the poor” households that were often excluded from the mainstream development activities in Kamuli by virtue of poor health or extreme poverty. This category included People Living with HIV/AIDS (PHA), the elderly, and child-headed families (orphans).

2.4.2.1. 2005-2007

During the first three years, the program worked with only eight vulnerable groups in three parishes (Butansi, Naluwoli, and Namasagali). These groups were chosen by the PEOs and supported by the RDEs. Four out of the eight groups were pre-existing, while the other four were new groups that the VEDCO/SRL Program encouraged to organize in order to facilitate both SRL and the pre-existing network of government and NGO services working with them (Table 4.7).

2.4.2.2. 2009-2012

During the 2009 survey,¹⁶⁰ the vulnerable households who were interviewed reported an improvement in their livelihood and were able to develop commercially oriented attitude that they never had before. There were questions raised, however, about the long-term sustainability of these efforts since many participants have relied on VEDCO to execute most of the activities for them.

Based on the recommendations of the SRL mid-term evaluation in 2009,¹⁶¹ the SRL Program decided to expand its activities that targeted vulnerable groups into four new parishes (Table 4.7). Five new youth groups were added (two in the new parishes and three in the old parishes); the number of elderly groups was reduced to one; and seven new women's groups and eight new HIV/AIDS groups were added.

¹⁶⁰ P. Isubikalu.2009. Evaluation report, Sustainable Rural Livelihood Improvement Programme in Kamuli District, Uganda. Ames, Iowa: Center for Sustainable Rural Livelihood (CSRL).

¹⁶¹ P. Isubikalu.2009. Evaluation report, Sustainable Rural Livelihood Improvement Programme in Kamuli District, Uganda. Ames, Iowa: Center for Sustainable Rural Livelihood (CSRL).

Text Box 4.2. Case Study of the Impact of VEDCO/SRL Agricultural Support on an Individual Member of the Butansi HIV/Alert Group in Butansi Parish, 2012

Aida Namuyomba is a member of Butansi HIV/Alert, a resident of Butansi Parish, Butansi Sub-County, Kamuli District. Like many members in her group, she is a widow who supports four children. She joined the SRL Program in 2006. At the time, she was living in mud and wattle house with rough floor.

After the death of her husband, she faced the challenge of feeding the family and paying school for her children. The program supported her with beans, maize, and banana suckers. All the material support was in form of seed. She also received a pig after completing training on pig production and management. She constructed a shelter for the pigs by herself. The pig furrowed eight piglets, and she gave one member in the group two piglets. The six piglets were sold at 20,000 schillings each and managed to pay school for her son in senior four.

After the second furrow, she sold three fattened pigs each at 80,000 schillings and paid school fees for her other children in lower senior secondary classes. She also sold the sow and boar at 300,000 schillings. From this money she started the construction of a brick and sand/cement house. With the support from her elder son she has almost finished the house. From the sale of maize grain, she has constructed an improved ventilated pit latrine.

Her principle challenge was feeding the pigs whenever she was away from home, especially to attend burials since she had no family at home to help her care for the animals.

After a VEDCO/SRL training in goat keeping, she purchased two goats and constructed a goat structure. She stocked the structure and now has six goats. In January 2012, she exchanged six goats for a young heifer.

In her own words: "I used to feel very low self-esteem after the death of my husband, but when I joined the program and got support for the pigs and other crops, my life changed and people now respect me and I have a decent home and I am food secure. I have also saved some money in our village savings and credit cooperative (SACCO)."

Source: Extension Reports from VEDCO/SRL Food Security Officer Patrick Sangi. January 2012.

Table 4.7. Number of Vulnerable Groups Identified, Trained, and Targeted by VEDCO/SRL

Vulnerable Groups	2005	2006	2007	2008	2009	2010	2011	2012
Youth Groups	1	1	3				8	8
Individual Youth (Special Case)			1					
Widows and Orphans	1	1	1					
Elderly Groups	2	3	3				1	1
Women Groups							7	7
HIV/AIDS Groups						5	8	8

Source: VEDCO/SRL tracking data. Steven Kato. October 2012.

2.5. IR 4.5. Strengthen and Retain VEDCO Staff's Capacity to Backstop Community-Based Initiatives Needed to Develop Sustainable Rural Livelihoods

SRL has invested heavily in the development of core VEDCO/SRL staff capacity through:

- Formal training courses;
- Exchange visits between Iowa and VEDCO; and
- One-on-one technical assistance from the SRL Program affiliates like ISU and MAK faculty and other partners that they work with.

The same training programs were used to develop and revise a core set of training modules as well as an undocumented number of special training modules on topics that were only used once

or twice. Many of the program's key government partners sent representatives to the training courses as well.

Detailed attendance records are kept on each training workshop and submitted to the SRL monitoring and evaluation (M&E) officer. A summary training figure is presented in each of the annual SRL reports. To date, however, the SRL Program has not:

- Conducted an in-depth needs assessment to determine which areas they need to emphasize in training; nor
- Developed a system for tracking SRL staff capacities in key program areas.

3.0. Early Evidence of Impact

Although the VEDCO/SRL M&E plan did not identify any indicators with which to track the impact of its capacity building efforts, it is possible to measure certain impacts using the existing data base, as well as interviews with program staff.

3.1. IR 4.1. Build the Organizational Capacity of Community-Based Producer and Marketing Organizations

Two of the best indirect indicators that the organizational capacity of the community-based producer and marketing organizations has increased are:

- The increased number of marketing associations (from one in 2004 to seven in 2012); and
- The increased number of farmer groups that belong to these associations from zero in 2004 to 139 in 2012 (Table 4.5).

3.2. IR 4.2. Strengthen Farmer Organizations' Access to the Private- and Public-Sector Services that Strengthen Community and Household Capacity to Manage Risk

Although the concept of risk management was implicit in the design of the program, the program did not have a designated impact indicator for this IR. One of the best indicators of the program's wider impact on risk management was a substantial decrease in the number of households that were forced to mobilize negative coping strategies to offset food deficits. The most important was the reduction in short-term migratory labor—mostly by men—to adjacent areas mostly for agricultural and fisheries work. The program appears to have reduced the incidence of this type of short-term immigration even during years of food deficits like 2008 and 2009. Future surveys need to include a separate section on coping strategies past and present.

3.3. IR 4.3. Strengthen Farmer Organizations' Access to the Private- and Public-Sector Services Needed to Sustain Resilient Livelihoods

All seven of the marketing associations involving 139 member groups have negotiated deals with private-sector wholesale buyers (Table 4.5). The baseline number was probably close to zero.¹⁶²

¹⁶² S. Kato and J. Sempa based on program data. November 2012.

3.4. IR 4.4. Strengthen the Capacity of Disadvantaged (Vulnerable) Groups to Access the Services They Need for More Sustainable Livelihoods

There is a great deal of anecdotal data from the parish and group reports that the disadvantaged groups assisted by SRL did increase their access to both health and agricultural services. In Phase III it would be helpful if VEDCO/SRL could develop a capacity indicator that would help measure its impact on the core organizational capacity and living standards of the vulnerable groups it works with.

3.5. IR 4.5. Strengthen and Retain VEDCO/SRL Staff's Capacity to Backstop Community-Based Indicators Needed to Develop Rural Livelihoods

3.5.1. *Core VEDCO Capacity*

SRL has invested heavily in the development of core VEDCO/SRL staff capacity. One result of this investment has been the strengthening of VEDCO's core capacity in several key areas, including:

- Finance and accounting;
- VEDCO's core technical areas like crop, livestock production, credit, and capacity building;
- New areas for VEDCO such as nutrition; and
- The development of better-standardized M&E systems.

The associated increase in core capacity has played a major role in helping VEDCO scale up its operations from two to 20 districts in 2012, from two to 18 donors, and from nine to 135 employees since 2004.

Another indicator of success is the fact that one-third of the senior and mid-level VEDCO managers were trained or worked for extended periods of time on the SRL Program. Other staffers participated in many field missions and trainings that helped build their capacity.

3.5.2. *SRL Program-Specific Capacity*

The short-term impact of this investment was to build staff capacity to manage the SRL Program and to build the capacity of many individuals who started as volunteers or bachelors-level PEOs so that they were able to advance within the organization. Some of this capacity, however, was lost due to high levels of turnover, especially in certain officer positions.

3.5.3. *SRL Partner (Networks and Alliances) Capacity*

Many key government partners—at both the community and district level—participated in the VEDCO trainings. VEDCO has also contributed to the development and effective implementation of many joint activities with the NGO Forum for Kamuli District. More attention needs to be paid to tracking these core partnerships and the activities that VEDCO/SRL co-sponsors with them. The chief reason for better tracking is to provide VEDCO with better

feedback on potential synergies which might help it to better sustain the long-term impact of its activities.

4.0. Lessons Learned and Recommended Next Steps

4.1. Lessons Learned

4.1.1. IR 4.1. Build the Organizational Capacity of Community-Based Producer and Marketing Organizations

Observations:

There is clear qualitative evidence from the PRAs and quantitative data from case studies of specific groups that the SRL-funded activities did increase program capacity. Unfortunately, the program never developed a clear indicator for tracking the impact on organizational capacity of the targeted groups. For example, there is no pre-VEDCO analysis of the capacity of the specific farmer groups or marketing associations. This information is needed for three reasons, to:

- Better understand the external environment under which the groups operate both at baseline and as they evolve;
- Develop better training and assistance to weak groups and determine when it is appropriate to graduate effective groups; and
- Demonstrate to donors the level of impact its activities have had on the target groups since currently there is no standard mechanism for showing this.

Recommendations:

In conjunction with the preparation of the M&E plan for the next phase, both SRL and VEDCO need to develop a self-assessment tool that can be used to analyze the organizational capacity of the farmer groups and associations and their external environmental constraints and opportunities. The same tool should allow both VEDCO and SRL to better understand the impact of its capacity-building activities. Given the importance of regular monitoring of this indicator, it is critical that this tool generate a quantitative assessment figure that can be tracked. One model for this type of self-assessment tool that has been used successfully in Uganda and other places is the Africare Food Security Community Capacity Index (FSCCI). Another useful model is the Political, Economic, Social, and Technological (PEST) analysis tool used by many trainers designing curricula for community-based organizations (CBOs) and NGO capacity-building programs in Uganda in the 1990s. VEDCO is currently considering the development of some sort of hybrid tool that links the two.

4.1.2. IR 4.2. Strengthen Farmer Organizations' Access to the Private- and Public-Sector Services that Strengthen Community and Household Capacity to Manage Risk

Observations:

VEDCO/SRL's efforts helped facilitate vulnerable households' cultivation of a more diversified group of crops and more resilient crop production systems. Although there is some evidence that

it helped buffer short-term inter-seasonal spikes in food insecurity, it appears to have been less successful in buffering the major spikes in the number of food insecurity levels in the wake of bad crop years like 2009 (see Chapter 2 in this volume). Since the program did not conduct regular growth monitoring, there is no data on how these food insecurity spikes affected short-term malnutrition and wasting. To date, the program has not worked proactively with the pre-existing network of EW/ER structures at the district and regional levels.

Recommendations:

- Strengthen VEDCO's ability to backstop the development of more proactive EW/ER systems in the communities that it serves in connection with the next round of PRAs;
- Encourage the development of community storage systems (for food and seed), as this would better protect food access to food stores in times of hunger while at the same time ensuring that the community easily accesses seed when they need it; and
- Develop pro-active linkages to the major regional and national emergency response groups (including WFP and the American Red Cross), as well as U.S. government-funded agencies like Famine Early Warning Systems Network (FEWSNET) who specialize in early warning systems on weather and markets.

4.1.3. IR 4.3. Strengthen Farmer Organizations' Access to the Private- and Public-Sector Services Needed to Sustain Resilient Livelihoods

Observations:

Since 2010, VEDCO/SRL has conducted value chain training with every marketing association and the associations' principal private-sector actors. To date, the SRL Program has conducted five trainings: three for maize, one for livestock, and one for beans. The major impact of this training has been that each of the seven associations has widened its linkages with the private sector. Even though the linkages have been developed, to date only one of the seven has negotiated a private-sector contract. The chief constraint appears to be the lack of trust between the associations and the private sector.

Recommendations:

The key challenges for VEDCO over the next two years include:

- Focusing on minimizing and/or eliminating the mutual suspicion between the private sector and the budding farmer institutions;
- Helping facilitate the marketing associations' identification of good private-sector partners;
- Helping both parties negotiate deals; and
- Developing the capacity of the extension teams (PEOs and CBTs) to broker linkages with other actors for services.

4.1.4. IR 4.4. Strengthen the Capacity of Disadvantaged (Vulnerable) Groups to Access the Services They Need for More Sustainable Livelihoods

4.1.4.1. *School Garden and School Feeding Programs*

Observations:

Although the VEDCO/SRL Program worked with PTAs and the district-level educational ministry in the early days of the program, this has not continued. Given the critical role of the PTAs, teachers, and local ministry officials in sustaining these activities once the program funding ends, the program needs to conceptualize a certain number of goals for capacity building for:

- PTAs;
- Teachers in each school;
- The district-level educational offices that supervise the teachers; and
- The district-level representatives of the Ministry of Agriculture, Livestock Industry, and Fisheries.

The community nutritionist developed a preliminary list of indicators that could be used to track the capacities for school lunch programs during the November 2012 workshop.

Recommendations:

Once the nutritional and health indicators for the program are better defined in 2013, it would be helpful for ISU/VEDCO and the relevant partners at MAK to develop a capacity indicator that would identify a list of 10 or more core capacities that each school program needs in order to execute a successful school lunch program based on the VEDCO/SRL model; then work with teachers, PTAs, and local ministry officials (because the teachers change every year or two) to assess these capacities and their goals for the school feeding/school garden activities in the elementary schools being targeted.

Tracking the progress of these schools and their output would help VEDCO collect the quantitative data it needs to determine what types of complementary support (from other NGOs or donors) might be needed before it considers scaling the model up to other schools in Kamuli District or other districts where it works in Uganda.

4.1.4.2. *Special Programs for Vulnerable Groups*

Observations:

All Targeted Groups: A second category of vulnerable-group SRL activities focused on building the core organizational capacity of the poor. In contrast to the activities that focused on People Living with HIV/AIDS (PLHA), these programs focused on helping to anchor these vulnerable households and individuals into the larger pre-existing groups in order to help the vulnerable groups access inputs that had been given to the existing groups.

Based on the analysis of the information that was collected as part of the annual quantitative survey, it appears that these capacity building efforts have indeed reduced the number of households classified as “extremely food insecure” except during bad years when the number of

extremely vulnerable households always spikes. To date, however there has been no disaggregated tracking of these vulnerable groups that would enable VEDCO to determine which activities were most successful in bringing about this transition.

People Living with HIV/AIDS (PHA): To date, VEDCO's activities for HIV/AIDS-vulnerable groups have focused on strengthening their agricultural production and income-generating activities (IGAs). Far less attention has focused on the critical linkages between these groups and health services.

Recommendations:

- Include a series of variables in the new hybrid FSCCI/PEST indicator VEDCO is developing that will track the core organizational capacity of the farmer groups to work with the vulnerable individuals attached them;
- Continue working with the vulnerable groups to build their capacity to work with the pre-existing larger group and encourage them to consider ways they could admit more food-insecure individuals as members;
- Track the evolution of specific vulnerable groups in order to better analyze their progress in the SRL Program; and
- Given the critical importance of these linkages to health services in sustaining a healthy population, VEDCO/SRL needs to refocus more of its capacity building on strengthening these linkages and institutional capacities.

4.1.5. IR 4.5. Strengthen and Retain VEDCO Staff's Capacity to Backstop Community-Based Initiatives Needed to Develop Sustainable Rural Livelihoods

4.1.5.1. VEDCO and VEDCO/SRL Program Staff Capacity

Observations:

Although each of the SRL annual reports includes a brief review of how many staffers were trained, there has been very little analysis about the impact of specific trainings or groups of trainings on some of the key capacities the program needs. For VEDCO to support its rapid current and program expansion, it needs to develop better systems of tracking staff capacity in key areas and linking trainings to identified needs.

Recommendations:

- Conduct an in-depth review of why staff turnover occurs;
- Develop an indicator and/or tool (like the Food Security Program Capacity Index, or FSPCI) that can help track staff capacity in key areas and better target staff training and outside technical assistance;
- Develop a strategy for increased staff and CBT capacity development in the various aspects of the SRL Program; and
- Develop a system of having after school interns from MAK who should be attached to CBTs for increased capacity development of CBTs and interns.

4.1.5.2. *Partner Capacity*

Observations:

The long-term sustainability of the VEDCO/SRL achievements is linked to building the capacity of the farmer groups and associations supported by SRL to work with other public- and private-sector, NGO, and government partners in Kamuli District. To date, however, it is unclear who the program has worked with and for how long, as well as which partners are most critical to which sectors.

Recommendations:

Given the importance of reducing staff turnover and more targeted development of staff and community volunteer capacity in some key programming areas, VEDCO/SRL needs to:

- Develop a simple system for tracking its formal and informal partnerships (past and present) for each of the expected outputs being tracked for the activities that are designed to help develop more sustainable rural livelihoods;
- Identify which partnerships are most critical to sustaining the achievements of its target farmers; and
- Help many of the local community organizations that it serves—especially the vulnerable group organizations that most depend on VEDCO assistance—to negotiate small joint programs with key partners.

4.1.5.3. *VEDCO Partner (Alliance and Network) Capacity*

Observations:

VEDCO and SRL have invested in the revitalization of the Kamuli District NGO Forum. With appropriate monitoring, this is a cheap, user-friendly way to keep track of what the various non-government and government actors are doing in the district.

Recommendations:

Develop a simple matrix that tracks what other partners who attend the Kamuli District NGO Forum are doing and use it during the next stage of program planning to leverage additional resources to support the graduation of the target farmers and households.

4.2. Cross-Cutting

4.2.1. *Monitoring and Evaluation*

Observations:

Most of the IRs do not contain any indicators that track the impact of the activities on organizational capacity. The SO4 team has conducted a strengths, weaknesses, opportunities, and

threats (SWOT) review of the current indicators, as well as a list of new indicators to track some of the activities and impacts not currently being monitored.

Recommendations:

- Some of the indicators being proposed are new and need to be pilot tested before being measured in the new baseline survey and /or incorporated into the routine program M&E.
- Once the M&E and SO4 team decide on a provisional list of indicators for the SRL Indicator Performance Tracking Table (IPTT), they need to insure that all staff – technical as well as M&E—receives written guidance.

4.2.2. *Complementary Applied Research Topics*

Observations:

Each year, between 20 and 30 undergraduate students participate in the service-learning program. Another five to 10 ISU and MAK graduate students are either directly or indirectly involved with the SRL Program, and many faculty members are interested or actually come out for short-term support.

Recommendations:

One of the key recommendations from the September 2012 workshop was to develop a list of applied research topics that could help inform some of the priority management and monitoring and evaluation and reporting activities that the program is likely to face in 2013 and 2014 (Table 4.8).

Table 4.8. Suggested Arcas for Applied Research and Case Studies that Could Contribute to the VEDCO/SRL M&E System for SO4

Topic	Short-Term Case Study (One Week; Undergraduate, Graduate, or Faculty)	Three-Month Project (Master’s Thesis)	One- to Two-Month Research Project	Long-Term Research Project
IR 4.1. Build the basic organizational capacity of community-based producer and marketing organizations				
Development of a VEDCO/SRL adapted version of the FSCCI	One or two group case studies with pictures and “life histories” of individuals who belong to the group about how they have benefitted and which types of training have benefitted them the most (and the least)	Pilot testing of a revised version of the FSCCI (Food Security Index) that is adapted to VEDCO/SRL’s activities with its groups and associations to refine the FSCCI tool	Applied research to test the utility of the FSCCI in assessing the effectiveness of training programs in achieving the shorter and long term objectives outlined for the organizations (in general)	Applied research to help with the development and adjustment of the FSCCI as a tool for measuring the organizational capacity of the producer groups, the marketing associations and the vulnerable group associations that the programs supports
Need to identify priority types of support most	Case study of groups that have not joined marketing	Applied research to develop a list of indicators for the	Applied research to test the utility of the FSCCI in	Applied research (linked to the suggested research for the FSCCI)

Topic	Short-Term Case Study (One Week; Undergraduate, Graduate, or Faculty)	Three-Month Project (Master's Thesis)	One- to Two-Month Research Project	Long-Term Research Project
needed by groups that have not joined Associations	associations to determine what types of assistance is needed to help them join associations	FSCCI being developed to determine what types of indicators and variables should be included for strengthening organizational capacity to join associations	assessing the effectiveness of training programs in achieving the shorter and long term objectives outlined for participating in and benefitting from marketing associations (in general)	to examine the link between the FSCCI and the entrepreneurial success of group/associations
Need to identify priority types of support most needed by groups that have joined associations	Case study of 1-2 groups to determine what types of assistance helped them to join marketing associations	Same as above		
IR 4.2. Strengthen farmer organizations' access to the private- and public-sector services that strengthen community and household capacity to manage risk				
Identify useful NGO models for EW/ER systems in Uganda and other parts of Africa	Case study (internet based with guidance from VEDCO/SRL M&E Consultant)			
Develop a profile of the current system for EW/ER in Uganda and how it should relate to the new system of parish-level food security committees being developed		Yes	Yes	Yes
IR 4.3. Strengthen farmer organizations' access to the private- and public-sector services needed to sustain resilient livelihoods				
Identify current and potential opportunities for private and public sector linkages for groups and associations	Parish specific case study of current opportunities	Same as one to two month research project (if supervised by a senior economist)	Single or multi-parish analysis of case study of current opportunities that those that are likely to emerge as a result of the new road being developed from Jinja to Kamuli	Longitudinal applied research to track current and emerging opportunities and how these are affected by the road: (a) during construction; (b) immediately after construction; and (c) five years hence.
IR 4.4. Strengthen the capacity of disadvantaged (vulnerable groups) to access the services they need for				

Topic	Short-Term Case Study (One Week; Undergraduate, Graduate, or Faculty)	Three-Month Project (Master's Thesis)	One- to Two-Month Research Project	Long-Term Research Project
more sustainable livelihoods				
Identify the key capacities that different categories of vulnerable groups need to develop effective organizations that build members capacity to escape poverty	Case study (studies) of successful HIV/AIDS groups to identify key types of tracking and assistance that helped them as an organization and /or that benefitted individual members	Case study that compares less successful group in the same vulnerability category (for example two HIV/AIDS groups) and develops methodologies for tracking these capacities (based on the FSCCI) in the future.	Same as the master's thesis proposal	Longitudinal case study of different categories of groups that were designed to empower vulnerable groups in the target villages within the six core target parishes (from Phase I of the VEDCO/SRL Program)
IR 4.5. Strengthen and retain VEDCO staff capacity to backstop community-based initiatives needed to develop sustainable rural livelihoods				
Conduct a full review of current and previous staff (using a questionnaire)	Develop appropriate tools for assessing staff capacity	Assess the strategy for attraction and retention of agriculture students in provision of advisory services in Rural areas.	Yes	
Conduct a needs assessment of current staff through focus groups as a basis for the development and pilot testing (with staff) of a draft FSPCI (Food Security Program Capacity Index)	VEDCO SRL M&E team (Scmpa, Kato, McMillan)			
Facilitate VEDCO's conducting an annual update of the FSPCI through focus groups	Same as above		Evaluate the linkage between the FSPCI and sector achievements as reported by the routine M&E system	Relevance of self-assessment tools for predicting program outcomes and affecting management decisions

Source: VEDCO/SRL staff recommendations, M&E Workshop. November 2012.

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