

# FINAL FEASIBILITY STUDY REPORT

## STRENGTHENING RURAL COMMUNITIES' LIVELIHOODS AND RESILIENCE TO CLIMATE, HEALTH, AND ECONOMIC SHOCKS IN NEBBI AND PAKWACH DISTRICTS, UGANDA THROUGH SUSTAINABLE DEVELOPMENT AND ENVIRONMENTAL PROTECTION [CAM – PROJECT]

In case the project application is approved, the project shall be financed by the German Ministry for Economic Cooperation and Development (BMZ) and has the tentative project number “bengo PT-LDC Uganda, 2022-10128-02”.



**Submitted To:**

AWO International Uganda  
[mail-ea@awointernational.de](mailto:mail-ea@awointernational.de)

**Submitted By:**

Partnership for Development Capacity Consult (PDCC)  
Limited  
P.O. Box 257, Nyipir Road, Nebbi Town; P.O. Box 9766, C/o  
Okecha Baranyanga & Co. Advocates, Umoja House, Plot  
20, Nakasero Road,  
Kampala-Uganda  
Attention: Hannington ODONGO  
Email: [odongojawoko@gmail.com](mailto:odongojawoko@gmail.com)  
Tel: +256 772 589 499

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## ACRONYMS

Abi ZARDI	Abi Zonal Agricultural Research and Development Institute
ACAO	Assistant Administrative Officer
ACDP	Agriculture Cluster Development Project
ADA	Austrian Development Agency
ADH	German Relief Coalition
AFARD	Agency For Accelerated Regional Development
AIDS	Acquired Immuno Deficiency Syndrome
ALENU	Action for Livelihood Enhancement in Northern Uganda
ATT	Animal Traction Technology
AWO	Arbeiterwohlfahrt International e.V.
BENGO	Engagement Global – Service für Entwicklungsinitiativen unter BMZ
BMZ	German Ministry of Economic Cooperation and Development
BMZ-SSF	Social Structure Fund of the BMZ
BTJET	Business, Technical and Vocational Education Training
CC	Climate Change
CAO	Chief Administrative Officer
CACH	Caritas Switzerland
CDO	Community Development Officer
CFR	Central Reserve Forest
CEAPs	Community Environment Action Plans
COOP	Cooperative
COVID-19	Corona Virus Disease
CSCGs	Climate Smart Champion Groups
DAC	Development Assistance Committee
DANIDA	Danish International Development Agency
DEO	District Education Officer
DEO	District Environment Officer
DEAPs	District Environment Action Plans
DLG	District Local Government
DCDO	District Community Development Officer
DFO	District Forest Officer
DFO	District Fisheries Officer
DP	Director Programmes
DPO	District Production Officer
DHO	District Health Officer
DVO	District Veterinary Officer
ED	Executive Director
EPRC	Economic Policy Research Centre
EU	European Union
FGD	Focus Group Discussion
GALS	Gender Action Learning System
HIV	Human Immunodeficiency Virus
IKT	Indigenous Knowledge and Technologies
IGA	Income Generating Activity
KII	Key Informant Interview
KML	Knowledge Management and Learning
LCV	Local Council 5
LG	Local Government
LGDPs	Local Government Development Plans
LFR	Local Forest Reserves
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MUCCRI	Makerere University Centre for Climate Research and Innovations
M&E	Monitoring and Evaluation
MoFED	Ministry of Finance Planning and Economic Development
MoU	Memorandum of Understanding
MWE	Ministry of Water and Environment
NARO	National Agriculture Research Organization



NURI	Northern Uganda Resilience Initiative (Government Program)
NUSAF	Northern Uganda Social Action Fund
OECD	Organisation for Economic Co-operation and Development
OPM	Office of Prime Minister
PC	Project Coordinator
PDCC	Partnership for Development Capacity Consult Limited
PELUM	Participatory Ecological Land use and Management
PIU	Plan International Uganda
PMC	Production and Marketing Committee
PO	Project Officer
PRA	Participatory Rapid Appraisal
PSN	Persons with Special Needs
PWD	Person With Disability
RA	Research Assistant
ROI	Return On Investment
SAGE	Social Assistance Grant for Empowerment
SAS	Senior Administrative Assistant
SHECs	School Health and Environment Clubs
SDG	Sustainable Development Goal
SRHR	Sexual and Reproductive Health Rights
ToR	Terms of Reference
UBOS	Uganda Bureau of Statistics
UGX	Uganda Shillings
UNASO	Uganda National AIDS Services Organizations
UNICEF	United Nations International Children Fund
UNHCR	United Nations High Commissioner for Refugees
UWASNET	Uganda Water and Sanitation Network
VHT	Village Health Team
VSLA	Village Saving and Lending Association
WASH	Water, Sanitation and Hygiene
YLP	Youth Livelihood Program

## **1 STATEMENT OF INDEPENDENCE OF CONSULTANTS**

This study was conducted by Partnership for Development Capacity Consult (PDCC) Limited an independent consulting firm. The views expressed and errors herein are entirely those of PDCC and do not necessarily represent the views of the AWO International and AFARD.

## 2 EXECUTIVE SUMMARY

### **Background:**

This feasibility study was conducted in line with the Terms of Reference (see annex 1) based on AWO International and AFARD's emerging concern in 2020 for the severe implications that the combination of the COVID-19 pandemic and climate change brought to the West Nile region, where, since 2018, both agencies have jointly supported the population in Yumbe district through projects financed by the German Ministry of Economic Cooperation and Development (BMZ-SSF) and the German Relief Coalition (ADH). A project concept was prepared with a 4-pronged interlinked resilience building approach whose goal is, "building resilience to climate, economic, and health shocks" targeting 3,190 direct (and 60,000 indirect) beneficiaries in 10 villages in Nebbi and Pakwach districts, Uganda. The project domains were: Output 1: Food and nutrition security; Output 2: Income security; Output 3: Community health and environment conservation; and Output 4: Knowledge and Learning Management.

The purpose of feasibility studies is to provide the AWO International and AFARD with a sound basis for the further development of the project concept into a full proposal by clarifying the prerequisites, opportunities and risks through systematically checking the extent to which the project's approach can plausibly achieve the planned changes. Doing so required: a) An independent assessment of the project context (macro-, meso-, and micro level) including existing organizational structures (institutions, networks, umbrella organizations, etc.) in view of the key challenges the project seeks to address; b) An independent assessment of the likelihood to achieve the planned results with the proposed strategy, outputs, partner capacity, etc; and c) Recommendations for the further development and adjustments of the proposed project with due attention to: a) all aspects of the project concept including the results, targets and indicators, the target groups, stakeholders and other actors, and measures and activities to implement; b) an adequate monitoring and progress review; and c) opportunities, synergies and risks.

### **Scope and methodology:**

The feasibility study was conducted by an independent consultancy firm using mix-method approach (document review, focus group discussions, Key informant interviews, business assessment, and feedback/panning workshop) in six environmentally fragile and climate vulnerable sub counties in Pakwach (Alwi, Pakwach, Wadelai) and Nebbi (Nyaravur, Kucwiny, and Parombo) districts, West Nile, Uganda. The 412 key respondents were smallholder farmers, local government officials, traditional institutions (religious, cultural, and opinion leaders), primary, secondary and TVET school communities (teachers, pupils, and management committees), private sector (input and output traders, processors and media), and national level actors – relevant ministries, donors and/or their partner NGOs, and universities.

### **Key Recommendations from the findings:**

While we find that the project concept is deemed to be successful in achieving the stated results with far-reaching sustainable model villages whose strategies can be replicated using the knowledge management and learning intervention, we recommend he below:

- **Design:** Although the concept notes are relatively constrained by page limit sizes follow-up discussions with both AWO and AFARD staff revealed that:
  - The project idea was hatched participatory basing on realities of lives in the targeted communities with the onset of COVID-19. The approach adopted also hinged on critical lessons learned from the on-going ADH and BMZ-funded project in Yumbe.
  - The targeted areas for implementation were finally agreed by district officials of Nebbi and Pakwach as Nyaravur and Alwi sub counties respectively. This was based on both the current level of poverty and environmental degradation given the nature-based livelihoods of the population and market forces from emerging urban centres.
  - The proposed 15 Production and Marketing Committees are not standalone civil society structures in themselves. Rather, they are CSCG support systems charged with facilitating marketing functions. This committee has similar structures like poultry paravets, agroecology lead farmers and VSLA mentors who will support CSCG members with improved poultry, agronomic and savings business management.

- Since the log frame was filled with regional data, the project at the onset is advised to conduct a beneficiary-based baseline study to ably gauge its starting situation in the beneficiary households (and realistically recast its expected change).
- Although the project had planned to recruit only 03 full time staff (02 Project Officers (POs) and 01 Project Coordinator (PC)), we recommend that 04 staffs are recruited – the 01 PC with Cooperative and business development bias and 03 POs specifically for Sustainable agriculture; Natural resources management, and Community health in order to improve supervision, timely delivery and reporting. These staffs should be provided the necessary logistics. In addition, to improve on coordination, travels, small input distribution, a vehicle (double cabin pick-up) be procured.
- Sustainable agricultural intensification of diversified crops with local poultry and fruit trees be pursued concurrently. This will not only improve soil health; it will increase food availability and diversity as well as widen household income streams in ways that propel home-based risk insurance system. Should one crop fail as is the norm with adverse weather conditions in the areas, households have fall back positions.
- The selected partner is fit-for-purpose. AFARD has the requisite project management skills and experience of managing such projects before. It is able to manage the project funds and has a strong control system. In addition, there is accumulated many years of experience in managing climate change adaptation and mitigation livelihood programmes both alone and in consortium. However, potential capacity building areas to improve its effectiveness are in securing a car for the project, hiring specialised staff to avoid reliance on local government officials and investment in digital M+E system.
- **Development issue and challenge:** Although the concept note integrated the economic, climate and health shocks into climate change, environment degradation, food insecurity and COVID-19 as key challenges, the study found that the cardinal development issue is the high level of food, nutrition, and income insecurity among vulnerable smallholder farmers. This development challenge is caused synergistically by poor farming practices, lack of knowledge on safe nutrition, limited livelihood diversification, large family sizes, climate change and environment degradation, and limited access to government extension services. The intricate forward and backward linkages between these causes thus calls for a bundled and multiple-angled intervention strategy.
- **Strategies:** To effectively address the development challenge, the study recommend a 5-pronged approach, which includes: 1) sustainable agricultural intensification for improving agricultural production and productivity; 2) livelihood diversification for increased household income sources; 3) community health to address the high disaster risk reduction issues inherent from climate change (high vector-borne diseases); 4) environment and biodiversity conservation to increase forest cover and biodiversity restoration; and as a cross-cutting focus, knowledge generation and advocacy to ensure that lessons learnt from this innovative Climate Action Model Village approach is documented, shared and upscaled.
- **Results and indicators:** As a result of the modification of the development issue and intervention strategy, we also recommend a revision of the proposed log frame that is aligned to the project result map (see figure 3 and annex 7 and 8 for more details).
- **Target groups:** The proposed target groups - vulnerable smallholder farmers, local government officials, religious and traditional institutions, school communities and AFARD staff – are suitable for the implementation of the project. The number is also cost efficient when compared against current government programmes. However, the 60% women and at least 10% PWD target has to be maintained in beneficiary selected to achieve gender equality and inclusion. In addition, to ensure that highly vulnerable and/or disadvantaged people benefit from the intervention priorities should be given to: widows, the elderly taking care of infants, teenage mothers, women in polygamous marriages, child-headed households, single mothers, persons with disabilities/HIV, and patients with underlying conditions. These are the categories of people the various stakeholders viewed as severely affected by the food, nutrition, and income insecurity.
- **Other stakeholders and Actors and synergies:** While section 6.3.4 and 6.3.5 provides some key stakeholders and actors, in order to build synergies, active engagement of even the target groups (local government officials, traditional institutions, schools and AFARD) provides a wider intermediary opportunity for the project to reach out to other non-targeted households and villages. This is because these actors have wider geographical reach beyond the targeted

project sub counties. In addition, potential collaboration exists with line government ministries/local governments and especially DANIDA in areas of skills, compliance adherence to community byelaws, and sourcing of quality inputs for timely delivery. In addition, existing local institutions such as village health teams, local environment committees, and village councils will play a key role in supporting implementation since they already have government policies and guidelines and reporting channels regarding their work.

- **The measures and activities to implement:** These were found to be consistent with the anticipated results with some modifications as below:
  - Integrating mindset change as the driver for CSCG formation and behavior change training, education, awareness and dialogues
  - Ensuring timely delivery of agro-inputs so that farmers can optimize use of weather variability.
  - Working closely with community-based VHTs for community education and awareness campaigns
  - Focusing SRHR to schools and family planning for CSCG members. In facilitating family planning uptake, emphasis should be put on family and community dialogues involving cultural and religious leaders and spouses. Equally, collaboration should be built with the Catholic and Protestant churches to promote natural family planning and provide interested beneficiaries with moon beads
  - Support the targeted villages to develop and enforce community-based byelaws on community health (WASH) and environment conservation (bush burning, tree growing, etc).
  - Support schools to upscale school green clubs using inputs and training on environment conservation and climate resilience.
  - Mainstream disaster risk reduction under community health and focus on disease vector control mechanisms while working closely with CSCG structures as well as VHTs and LECs to ensure adoption and reporting.
- **An adequate monitoring and progress review:** The proposed monitoring mechanisms are comprehensive and annex 8 provides a detailed M+E framework. However, there will be a need for support to AFARD in digitalizing its data management system, funds permitting.
- **Risks:** While we agree with all the anticipated risks in the concept note, we take note that the below should be addressed.
  - Political leaders may interfere with selection of beneficiaries in favor of their political supporters (**political** risks)
  - Planting trees with huge shades on borders may cause boundary conflicts between beneficiaries and non-beneficiaries (**social** risk)
  - Increased household income will likely create gender-based violence and may increase the propensity to marry more wives by the men (**social** risk)

### 3 PURPOSE AND OBJECTIVES OF THE STUDY

#### 3.1 Introduction

This feasibility study was conducted in line with the Terms of Reference (see annex 1) based on AWO International and AFARD's emerging concern in 2020 for the severe implications that the combination of the COVID-19 pandemic and climate change (CC) brought to the West Nile region, where, since 2018, both agencies have jointly supported the population in Yumbe district through projects financed by the German Ministry of Economic Cooperation and Development (BMZ) and the German Relief Coalition (ADH). In consultations with the local government and farmer groups, a project concept was prepared with a 4-pronged interlinked resilience building approach that focuses on livelihoods strengthening. The goal of this project is, "building resilience to climate, economic, and health shocks (like prolonged dry periods, COVID-19, and potential future crises) is increased in the East African region and beyond" through the following specific objective; "The population of 10 villages in Nebbi and Pakwach districts, Uganda, have reduced pressure on socio-economic and environmental systems by shifting to sustainable livelihoods and greening their environment." Targeting 3,190 direct (and 60,000 indirect) beneficiaries, the project's envisaged key results include:

- 1) 375 vulnerable smallholder households (60% female-headed) apply climate smart agriculture and produce and consume diversified foods ensuring a healthy nutrition of all household members (*Output 1: Food and nutrition security*);
- 2) Fifteen Climate (15) Smart Champion Groups (CSCGs) actively contribute to economic diversification of livelihoods and to a healthy living environment without (gender-based) violence (*Output 2: Income security*);
- 3) Five School Health and Environment Clubs promote environment and biodiversity conservation for improved public health as well as gender equality within their families and communities (*Output 3: Community health and environment conservation*); and
- 4) Ten (10) villages have become green models for other communities in regard of climate adaptation, agro-ecology and livelihood diversification for communities in Uganda and beyond (*Output 4: Knowledge and Learning Management*).

#### 3.2 Purpose and Objective of the feasibility study

##### 3.2.1 Purpose of the feasibility study:

The purpose of feasibility studies is to provide the AWO International and AFARD with a sound basis for the further development of the project concept into a full proposal by clarifying the prerequisites, opportunities and risks through systematically checking the extent to which the project's approach can plausibly achieve the planned changes.

##### 3.2.2 Specific objectives:

- a) An independent assessment of the project context (macro-, meso-, and micro level) including existing organizational structures (institutions, networks, umbrella organizations, etc.) in view of the key challenges the project seeks to address;
- b) An independent assessment of the likelihood to achieve the planned results with the proposed strategy, outputs, partner capacity, etc;
- c) Recommendations for the further development and adjustments of the proposed project with due attention to: a) all aspects of the project concept including the results, targets and indicators, the target groups, stakeholders and other actors, and measures and activities to implement; b) an adequate monitoring and progress review; and c) opportunities, synergies and risks.

#### 3.3 Scope of Work

The feasibility study was conducted in six environmentally fragile and climate vulnerable sub-counties in Pakwach (Alwi, Pakwach, Wadelai) and Nebbi (Nyaravur, Kucwiny, and Parombo) districts, West Nile, Uganda. The study covered the period January 27– March 7, 2022 (see annex 2 for work plan). The key respondents (for numbers see table 2 below) were smallholder farmers, local government officials, traditional institutions (religious, cultural, and opinion leaders), primary, secondary and TVET school communities (teachers, pupils, and management committees), private sector (input and output traders, processors and media), and national level actors – relevant ministries, donors and/or their partner NGOs, and universities.



## 4. ABOUT THE STUDY TEAM

This study was conducted by PDCC is a legally registered company limited by guarantee with registration number 113304, head office in Nebbi Municipality but actively engaged in all regions in Uganda since 2009. PDCC specializes in agriculture, economic empowerment, environment, and livelihood development works. We facilitate leadership and organizational development as well as production technologies, smallholder agricultural marketing, agribusiness, farm planning, rural financing, and credit management and farm business development support services. For this study, PDCC fronted two seasoned consultants whose CVs are in annex 2.

## 5. APPROACH AND METHODOLOGY

### 5.1 Feasibility Study Focus

Table 1 below presents a summary of the focus of the feasibility study. Be based on the OECD guidelines and Development Assistance Committee (DAC) criteria for evaluating development programs as well as the ToR lead questions, concept/proposal design and results framework, the study adopted a mixed method approach in order to ably triangulate quantitative (from desk review) and qualitative and PRA (from stakeholder consultations) methods of data collection and analysis.

Table 1: Feasibility Key Data Collection Questions and Methods

Feasibility Study Focus	TOR questions	Data Sources	Data Collection Methods <sup>1</sup>
<b>Initial situation and problem analysis (on macro-, meso-, micro-level)</b>	<ul style="list-style-type: none"> <li>What is the (initial) socio-economic, political, cultural, health situations in the project districts?</li> <li>What problems have been identified? What are their causes and effects on the living situation of the target groups?</li> <li>What needs derive from the problem analysis? How has this been determined?</li> <li>What is the background and history of the planned project and its impact logic? How was the idea identified and who imitated the first steps?</li> <li>Are there alternatives to the planned project or its subcomponents?</li> </ul>	Farmers LG officials Traditional institutions Private sector, School communities AFARD/AWO staff Donors and partners	FGD  Document review  KIIs
<b>Project executing agency in the partner country (local partner organization)</b>	<ul style="list-style-type: none"> <li>What stakes, skills and experience (institutional, technical, personnel, financial capacities) does AFARD have for the effective implementation of the project?</li> <li>What stake/ownership skills and experience are missing and how can this capacity be strengthened?</li> <li>What is the relationship between the local partners and the target group and other actors (legitimacy)?</li> <li>Are there any convergences or conflicts of interest? How can the interaction be improved?</li> </ul>	AFARD/AWO staff LG officials AFARD Development partners	KIIs  Document review
<b>Target groups and other actors (at micro, meso and macro levels)</b>	<ul style="list-style-type: none"> <li>What is the composition of the respective target groups? Analyze the target groups based on factors such as selection, How are do-no-harm aspects taken into account?</li> <li>What is the role of the target groups in the social context, their specific needs and how they can be addressed? What conflicts of interest might arise as a result of the funding vis-à-vis other not participating population groups?</li> <li>What are the capacities of the target groups, especially in terms of self-initiative, self-help and local problem-solving? How can these be strengthened and utilized in the project?</li> <li>Who are important government and non-government actors in the sector and beyond, the government's development strategies and how is the project aligned?</li> <li>What are the interests of actors and stakeholder, and is there a potential conflict of interest? What other projects are being implemented in the sector or area the actors are involved in? How far are they considered in the project conception?</li> </ul>	Farmers  LG officials  Traditional institutions, Private sectors  School communities  AFARD/AWO staff,	KIIs  Document review  FGDS

<sup>1</sup> Annex 5 provides a list of all documents that were reviewed and annex 6 all persons/institutions consulted

	<ul style="list-style-type: none"> <li>How strong is the support from the different actors and stakeholder for the project? Are there already agreements between stakeholders/actors?</li> </ul>		
<b>Relevance</b>	<ul style="list-style-type: none"> <li>Does the planned project approach address an important development problem and strategies in the partner country or region?</li> <li>Is the planned project addressing the needs of the target groups?</li> <li>What concrete changes are expected to occur in result of the project at the end of the project period?</li> </ul>	LG officials Ministries & Universities Farmers School communities	Document Review FGDs KIIs Expert opinion
<b>Effectiveness</b>	<ul style="list-style-type: none"> <li>Are the planned activities and the chosen methods appropriate to achieve the project objective?</li> <li>What activities at meso and/or macro level (multi-level approach) are to be envisaged to enhance sustainability?</li> <li>How far are synergies with measures of other donors or projects used?</li> <li>What additional or other measures does the study recommend to achieve the objectives?</li> <li>What impact logic/hypotheses should the project be based on? Who reviews the impact, when and at what intervals; how is change measured? (Impact monitoring)</li> </ul>	AFARD/AWO, Donors and partners LG officials Ministries & Universities	Document Review KIIs Expert opinion
<b>Efficiency</b>	<ul style="list-style-type: none"> <li>To what extent can the planned measures be implemented with the available resources (financial, structural and human resources) in the forecasted period of time? Can the desired effects be achieved applying economic principles; e.g. cost-benefit ratio? On what basis is the assessment made?</li> </ul>	AFARD/AWO LG officials, implementing partners,	KIIs Document Review Expert opinion
<b>Significance/overarching developmental impact</b>	<ul style="list-style-type: none"> <li>Which objectives and impacts deriving from the problem/needs analysis are to be achieved for which target group? And how will the overall planned project contribute to the achievement of overarching developmental impacts?</li> <li>To what extent does the planned project build and strengthen structures, have a model character and is broadly effective? Does a multi-level approach (micro, meso, and macro) lend itself to increasing significance and effectiveness?</li> <li>To what extent does the objective take into account gender-sensitive, inclusive, culture- and conflict-sensitive, DRR, SRHR, and human rights-based aspects?</li> </ul>	AFARD/AWO LG officials Donors and partners	KIIs Document review Expert opinion
<b>Sustainability</b>	<ul style="list-style-type: none"> <li>How can the sustainability of the results and positive impacts be ensured and further strengthened (structurally, economically, socially, and ecologically) after project completion (without further external funding)? What measures and instruments are best suited to utilize and strengthen local initiative, participation and capacity?</li> <li>What negative consequences and effects could the project cause? To what extent can this be taken into account in the project concept (e.g. do-no-harm approach, conflict-sensitive impact monitoring, etc.)?</li> <li>What risks (personnel risks for implementers, institutional and reputational risks, and contextual risks) does project implementation face that also affect sustainability, and how can they be minimized?</li> </ul>	AFARD/AWO staff LG officials Traditional Institutions, private sector School communities, Donors and Partners	Document Review Key Informant interviews Expert opinion

## 5.2 Study Sampling Methods and Sample size

During consultations of AFARD with district leadership, already Alwi and Nyaravur sub counties were proposed as the project areas. The feasibility study then covered these two proposed sub counties and four additional neighboring sub counties (Pakwach, Panyango, Kucwiny, and Parombo) in the project districts of Nebbi and Pakwach.<sup>2</sup> These sub counties have been purposely sampled given their similar agroecological conditions with the proposed project area as well as their shared landscape and trade interconnections. All the various respondents (see table 2 below) were equally sampled using a purposive sampling approach.

<sup>2</sup> These Sub counties were selected by their various district officials based on their high poverty (food, income and health) and environmental degradation levels.

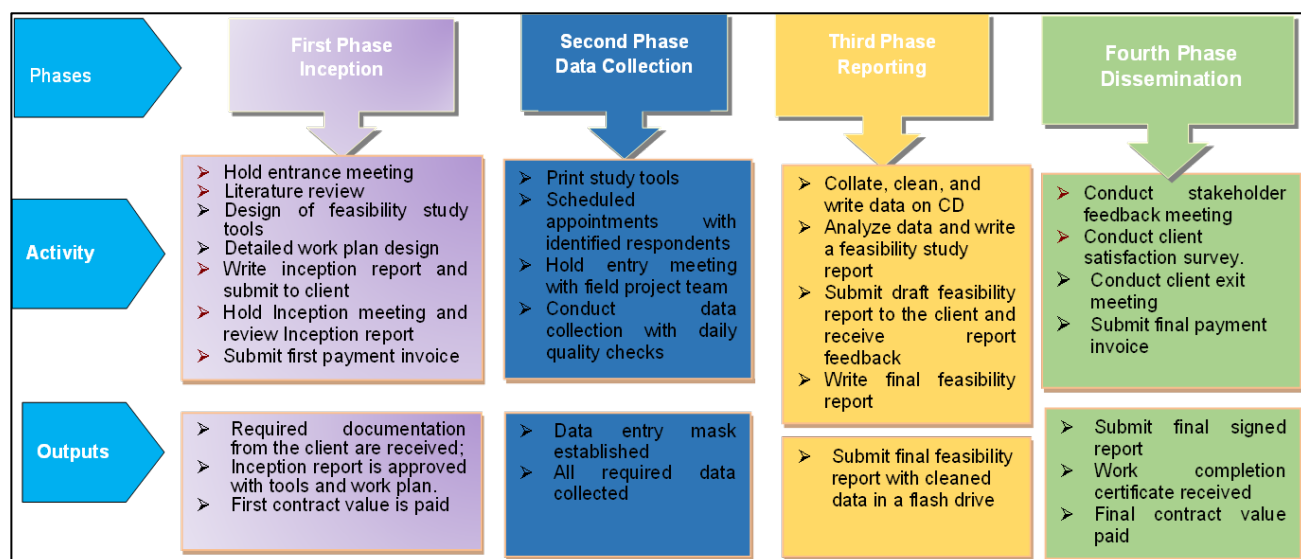
Table 2: The study respondents

Methods to be used	Units	# of people	Respondents
KII with AWO International Uganda staff	1	2	Country Director, Project Officer,
KII with AFARD staff	1	2	Executive Director, Director Programs,
			Director Finance and Administration, CSA
KII with Nebbi and Pakwach DLG officials	2	11	Coordinator, District Team Leaders
			District Team Leaders (LC5 chairperson,
			DFO/DFO, DEO, DHO, DPMO, DCDO,
			CDO, CAO, ACAO and parish chiefs)
KII with private sector representatives	2	9	Traders, and media (Radio Rainbow, Radio
			Paidha, Radio Maria)
KII with sub-county officials	6	44	Political and technical
			staffs (SAS, LC3 chairperson, AO and
			CDO)
KII with cultural, opinion and religious leaders	6	6	2 leaders per sub-county
KII with Primary, secondary and TVET School	14	197	Head teacher & agriculture, senior
teachers, management committee members, and			male/female teacher and executive
pupils/students			committees, pupils/students
KII with NGOs, ministries and university	3	6	2 NGOs, 1 ministry and 1 university
			representative
FGD with smallholder farmer group members	6	135	1 group per sub-county (12 members)
/parents			
<b>TOTAL</b>		<b>412</b>	

### 5.3 Feasibility study phases

To deliver the feasibility study report, the consultants adopted a 4-phased study approach, namely: inception, data collection, reporting, and dissemination. This is summarized in the chart below.

Figure 1: The four-stage methodological study phases



5.3.1: Inception: This was a critical phase of the assignment. It involved a thorough conceptualization of the proposed project. An entry meeting was held with the AWO and AFARD team to clarify on the assignment and secure access to critical in-house documents. This was followed by the submission of a detailed inception report (on January 21, 2022) as well as an inception report review meeting (on January 24, 2022). The end result was the final review of the tools, work plan and no objection note for field mission.

5.3.2: Data collection: With all study instruments approved, the process of secondary quantitative and primary qualitative data collection using the agreed upon tools and work plan commenced on January 27, 2022. For primary data collection, 10 research assistants (RAs) with university education and knowledge of field research and the local language were recruited and trained on

the research requirements – tools management, ethics/code of conduct, etc. This training involved mock sessions and pretesting of the instruments in order to authenticate the output data and sharpen the questions. Finally, a 2- week data collection exercise was conducted with daily supervision and reflections of works.

#### 5.4 Data Collection Methods

To elicit comprehensive information from the various stakeholders, the following data collection methods were used:

- **Document review:** Annex 4 provides a full list of the secondary documents that were reviewed to enrich and triangulate primary data but also importantly to fill the log frame that would ably portray the prevailing scope of the problem situation. Worth noting is that since the log frame was filled with rather regional outlook data. Impliedly, the project should conduct a beneficiary-based baseline study to ably gauge its starting situation in the beneficiary households (and realistically recast its expected change).
- **Focus Group Discussions:** These, using structured guides, were conducted with especially smallholder farmers to discuss their own lived experiences of the challenges, opportunities/synergies, risks, and recommendations for improving participation and strengthening of social structures to secure resilient livelihoods by promoting self-help capacities of the targeted communities, improving the environment and biodiversity conservation, and safeguard health.
- **Key Informant Interviews:** These, using interview guides, were conducted with local government officials, traditional institutions, school communities, private sector, donors and their implementing partners, and national actors.
- **Business assessment:** This participatory assessment was conducted only for the project identified priority enterprises (crops and poultry) and the VSLA schemes for alternative income generation to deepen understanding of their market opportunities and profitability analysis.
- **Feedback and planning workshop:** This was held for AWO International and AFARD staffs. It reviewed both the study findings and feed into the proposal in-depth design.

#### 5.5 Data management

This phase involved the collation, cleaning and analysis of data from the different data sources in order to write the feasibility study report. Narrative and content analyses were conducted of both qualitative and PRA data. These transcriptions (in MS Word) will also be aligned to the documentation report guidelines. This draft report is presented to AWO International and AFARD project team for review. Feedback and planning workshop with AWO International, AFARD project team and key project stakeholders was conducted on February 21<sup>st</sup> and 22<sup>nd</sup> in order to help validate the findings, revise the log frame and provide input for the improvement of the proposal. The feedback comments will then be used to prepare the final report.

However, to ensure an appropriate professional level adequate quality control measures were taken, namely: (i) *Adherence to international and sector standards* in the review of the project concept and draft proposal (esp. strategies, activities, and indicators, etc.); (ii) *Joint design of study instruments* in collaboration with the team from AWO International and AFARD strengthened reliability, acceptability, and question flow, among others. This was reinforced by the joint *review and pretesting of study instruments*; (iii) *Social mobilization of respondents for data collection* that was conducted by AFARD staff in Nebbi and Pakwach districts increased the response rate; and (iv) *Data management procedures* was agreed with AWO International and AFARD project team to ensure that data storage, handling and the types of analyses were relevant for the report.

#### 5.6 Report Dissemination

A two-feedback mechanism approach was adopted for the feasibility study report dissemination. A draft study report was shared internally with AWO international and AFARD project team in the feedback and planning workshop. The final report was then produced and submitted to AWO International for production and circulation.

#### 5.7 Ethical considerations

The team ensured that the required research ethics were adhered to by: Consent was confirmed from respondents for permission to participate before data collection; Providing a statement of confidentiality to the respondent; Signing confidentiality agreements in an effort to protect a client's paid-up work; and securing a letter of introduction to the various respondents.

## 6 STUDY FINDINGS

In this part we present the study findings from document reviews, project concept, budget and log frame commitments, stakeholders' responses and our expert opinion. The findings are structured in response to the ToR questions.

### 6.1 Context analysis: Initial situation and problem analysis

#### 6.1.1 What is the (initial) socio-economic, political, cultural, health situations in the project districts?

**Socio-economic (and well-being) situation:** Nebbi district was formed in 1974 and Pakwach district was carved out in 2017. These administrative units combined have 17 sub counties, 509,800 people (51% females) and 72,829 households (averaging 07 people per household). However, the primary means of livelihood is subsistence agriculture (crop and artisanal fishing) on small land sizes (<2 ha), using rudimentary tools and family-saved seeds and dug-out canoes with undersized fishing nets. The resultant perpetual seasonally low yield means both food shortage and limited surplus for sale to earn income thus the high poverty levels. Some cultural leaders intimated that between 1950 – 1980s families had economic activity specialization – crop farming (in Nebbi), animal rearing (in mid Pakwach – Nebbi areas) and fishing (in Pakwach). However, with the 1979 war followed by rinderpest epidemic in 1980s, and the 1986 war livestock population decimated. Likewise, there was reduction in fish catch in the period 1990 - 2000. This situation drove all families to crop farming with enormous land fragmentation, limited land fallowing, declining yields and increasing food and income insecurity. Thus, while in Uganda poverty levels is estimated at 21%,<sup>3</sup> the project districts status is over 60%.<sup>4</sup> Secondary data shows that as 14% of the households moved out of poverty from 2015 to 2019, 17% slipped back; 24% were chronically poor<sup>5</sup> and this means the region can only catch up with the rest of Uganda over 30 years.<sup>6</sup>

A review of the EU-funded ALENU project baseline and living income studies revealed that the estimated annual net household income was UGX 13.7 million (€ 3,455 or € 288 per month and 47% from crops, 12% livestock and 41% alternative income sources including charcoal burning and sales of firewood and thatching grass)<sup>7</sup> and the annual living income was UGX 21.2 million (€5,337 or €446 per month of which 46% is spent on food, 17% on education, 11% on transport and communication, 9% on health, 9% emergencies, 4% on housing, 2% clothing, 2% recreation and culture). This means that households have an annual living income gap of UGX 7,426,507 (€1,873) and they bridge this gap by debt accumulation (from VSLA, families and friends). Table 1 below presents a summary of some of the well-being indicators.

Table 3: Selected household characteristics

Selected indicators	Total
Average household size (people)	6.7
Proportion of HH members with no form of education	22%
Proportion of HH heads who are married	78%
Proportion of HH using paraffin as main source of energy for lighting	68%
Proportion of HH with members that practice open defecation	20%
Proportion of HH with a cell phone	38%
Average land size (acres)	3.2
Proportion of HH dependent on agriculture for income	89%
Average acreage of diversified foods	2.4
Proportion of HH producing both crops and livestock	59%
Proportion of HH producing livestock	56%
Proportion of HH adding value to their products	14%
Proportion of HH selling their commodities through collective marketing	5%
Proportion of HHs with an income generating activity	25%
Proportion of HH with acceptable Food Consumption Score (FCS)	24%
Proportion of HH receiving external transfers/support	7%
Proportion of HH living on less than \$1.90 PPP	62%

<sup>3</sup>UBOS (2019) *Statistical Abstract 2019*. Kampala

<sup>4</sup> <https://afard.net/publications/research/198-alenu-living-income-report/file>

<sup>5</sup> <http://library.health.go.ug/sites/default/files/resources/UBOS%20Statistical%20Abstract%202020.pdf>

<sup>6</sup> Oxford Policy Management (2014) *Northern Uganda Economic Recovery Assessment*.

<sup>7</sup> It is worth noting that Net Household Income in living income studies is constructed using the ISEAL Alliance's Farm Economic Model that includes all income sources from on-farm (crops, livestock, and fisheries), off-farm (sale of labour, microenterprises) and in-kind incomes (remittances, social protection grant for the elderly, etc.). Even production for own consumption is included in the income computation.

Source: ALENU Living Income Study, 2021<sup>8</sup>

**Political situation:** While the districts have decentralized governance system with elected leaders (including for youth, women, and Persons with Disabilities) from the villages through the parish to the sub county to the district levels, technical staffs unfortunately are positioned at sub county and district levels. With the newly elected leaders from the 2021 election, there are many new leaders in offices who are zealous to participate in the development of their constituencies. And generally, there is peace and security in both districts.

**Health situation:** In both districts there are 39 health facilities providing 63% of the population access to health care within a 5Km national access standards. Latrine coverage is a dismal 52%. Access to safe water range from 60%-67% and 70%-74% in Pakwach and Nebbi districts respectively. Access to grid electricity is less than 5% and families depend on kerosene for lighting and firewood for cooking. The most common causes of sicknesses provided by health departments were malaria, acute diarrhea, and worm infestation.

**Education situation:** Less than 40% of the people aged 10 years and above are able to read and write (<23% for females). Generally, few children go to school and dropout rate is high. Preference is given to boy children. Parents noted that because of poverty they are unable to send all their children to school. In addition, facilities are lacking and a number of classes are conducted under trees thus of the 258 school days, in such schools, children study for only 100-150 days in a year. The COVID-19 pandemic lockdown worsened this situation as over 5,000 teenage girls got pregnant or married off. Some daring ones, we saw during school visits returned to schools.

**Socio-cultural situation:** The Alur/Jonam are the major ethnic groups in Nebbi and Pakwach districts respectively. Although many people are Christians, many families are still polygamous. Social norms (rife with gender-based violence) discriminate against women and girls including on foods to eat, land and productive asset ownership, and access to social services (education and modern health care including family planning). Women's participation in decision-making is restricted to "care/kitchen economy." However, women are allowed to own and operate income generating activities. A gender analysis from a previous ADA-funded project found that more men (80%) owned land compared to women (20%). Women were also greatly disadvantaged in decision-making with respect to use of family land (men 52%, women 27%), use of family income (men 34%, women 25%), and major expenditures (men 59% and women 10%).<sup>9</sup>

**Environment situation:** The biomass/vegetation of Nebbi and Pakwach districts is characterized by savannah ecosystems that comprise a diversity of plants and animal species that include grasses, palms, acacias, monkeys, baboons, snakes although much of this area is being converted to human use for cultivation and grazing. The aquatic ecosystems include Lake Albert, Albert Nile, Ora, and the following streams that drain into them: Namrwodho, Acwera, Namthin, Alala, Oguta, Ayilla, Acodho and Akaba. The aquatic ecosystem has different species of fish that include Tilapiines which are the most important commercially. The common *Tilapia* species are *Oreochromis nilotica*, *Tilapia zillii* and other *Oreochromis* species. Besides, the two districts have 7 Central Forest Reserves (CFR: *Alwii*, *Kayonga*, *Oming*, *Opio*, *Wadelai*, *Omier* and *Abiba*) that cover 4,920, and 5 Local Forest Reserves (LFRs: *Acwera*, *Erussi*, *Nebbi*, *Pakwach* and *Ragem*) that account for 75 ha of land. Notably, while CFRs are managed by National Forestry Authority (NFA) and are fairly protected from degradation, the LFRs are managed by local governments and are heavily encroached and highly degraded. The average forest cover for the two districts is 3.3% which is far below the national average of 12.4%. Biodiversity in wetlands along Lake Albert, the Albert Nile and all other small rivers that drain into them consists of various species of fish, mammals, dragon flies, birds, *molluscs*, reptiles and *macrophytes* (Uganda NBSAP, 2002). *Papyrus* and other wetland plants have commercial value and many other plants are used for medicinal purposes. Other vegetation types (*macrophytes*) include *phragmites*, *typha* and *sedges*. The wetlands are important as a breeding ground for some species of fish such as mud fish.

#### **6.1.2 What problems have been identified? What are their causes and effects on the living situation of the target groups?**

Findings from the FGDs with farmer groups and corroborated by KIIs confirmed the concept note view of the high level of food, nutrition, and income insecurity as is summarized below.

<sup>8</sup> <https://afard.net/publications/research/198-alenu-living-income-report/file>

<sup>9</sup> Horizont3000, AFARD, and Palm Corps (June 2020) Gender Analysis Report in Yumbe and Arua Districts: Secure Livelihoods for South Sudanese Refugees and Host Communities in Arua and Yumbe, West Nile Uganda (Phase II)



A Simplified Key Problem, Causes, Effects and Strategies' Analysis			
Development issue	Causes	Effects	Strategies
High levels of food, nutrition, and income insecurity	<ul style="list-style-type: none"> <li>Use of traditional farming methods</li> </ul>	<ul style="list-style-type: none"> <li>Low agricultural yields for food and income</li> <li>High environment degradation</li> </ul>	<ul style="list-style-type: none"> <li>Agricultural production and productivity enhancement</li> <li>Promote alternative income generation (livelihoods diversification)</li> <li>Improve community health</li> <li>Improve environment and biodiversity conservation</li> <li>Invest in knowledge generation and advocacy</li> </ul>
	<ul style="list-style-type: none"> <li>Limited knowledge of nutrition</li> </ul>	<ul style="list-style-type: none"> <li>Low uptake of balance diet (diet diversification)</li> <li>High disease burden (&amp; low labour productivity)</li> <li>Low educational participation and performance for children</li> </ul>	
	<ul style="list-style-type: none"> <li>Limited alternative sources of income</li> </ul>	<ul style="list-style-type: none"> <li>Low income and productive assets</li> <li>Low educational participation and performance for children</li> </ul>	
	<ul style="list-style-type: none"> <li>Large family sizes</li> </ul>	<ul style="list-style-type: none"> <li>Rampant land fragmentation</li> <li>High environment degradation</li> <li>High teenage pregnancy and marriages</li> </ul>	
	<ul style="list-style-type: none"> <li>Persistent weather changes</li> </ul>	<ul style="list-style-type: none"> <li>High disease and pest incidences</li> <li>Low agricultural yields for food and income</li> </ul>	
	<ul style="list-style-type: none"> <li>Limited local government capacity (skills, funds)</li> </ul>	<ul style="list-style-type: none"> <li>People's apathy to LG advice</li> <li>Inability of LGs to upscale innovative technologies</li> </ul>	

Source: FGDs with farmer groups and KII with traditional institutions and LG officials

Figure 2: A simplified project problem and solution analysis

The primary causes (and their effects) of this deplorable situation were listed in order of priority as below:

- Use of traditional farming methods.** Subsistence farming upon which majority of the people depend uses indigenous knowledge and technologies (ITK) with generally low sustainable intensification, production and productivity. The net result is that families are unable to produce enough produce for even home consumption let alone having surplus for sale. They are therefore net food buyers. Majority of households reported eating only two meals a day during harvest periods and only one meal a day between March and June and no doubt 48% of children in the region are of food deprived.<sup>10</sup> And the typical meal is cassava flour bread with beans and occasionally silverfish and vegetables. Children are served porridge as mid-day meals (*DNO PKH district*). Further, with declining yield farmers seek new farm lands hence more trees are cut down to create arable land and the cycle continues. Thus, women in FGDs and traditional institutions noted that there is high food inadequacy, high food prices, frequent famine (experienced in the last 5 years), theft of crops and livestock, high absenteeism and poor performance in schools and increased rate of gender-based violence.
- Poor knowledge of nutrition (and WASH that accompanies safe nutrition).** As women control the kitchen economy, asked about their knowledge of nutrition (balanced diet, food safety, sanitation and hygiene, etc.) many reported they had no idea. They reported that the only education they get from health facilities is restricted to good food for pregnant and lactating mothers and breastfeeding infants. The effect is that many families do not eat diversified diet. No doubt, it was reported by UNICEF that in Panyimur cases of child malnutrition was rampant (and many district officials noted that if a similar study was conducted in Alwi and Nyaravur, there would be no much difference). With this come high disease burden, low adult labour productivity, high expenditure on health, and high absenteeism and poor performance in schools.
- Limited alternative income sources (livelihood diversification).** Many households (84%) have no alternative income generating activities (IGA)<sup>11, 12</sup> due to lack of entrepreneurship skills, access to business finance,<sup>13</sup> and failure of married couples to plan for their family development. Yet, they also practice subsistence farming without farming as a business (farm to firm) knowledge and skills. Few are organized in Cooperatives or producer groups where they can gain market

<sup>10</sup> EPRC, University of Cardiff, and UNICEF Uganda (2018) Child Poverty and Deprivations in Refugee Hosting Areas: Evidence from Uganda 2018. Kampala: UNICEF Uganda.

<sup>11</sup> UNHCR, WFP, GoU and Development Pathways (Jan. 2020): Analysis of refugee vulnerability in Uganda.

<sup>12</sup> UBOS (2018) UNHS 2016/17 Report. Kampala. This figure is 26% for Uganda.

<sup>13</sup> EPRC and MoFPED (2019) Agricultural Financial Yearbook, 2019. Kampala

advantage. Without adequate incomes, many households are unable to build an asset base that can buffer any economic, climate and health shocks. Gender disparities worsen the situation further. There were also reported rise in cases of domestic violence and family break-up as many men are unable to pay school fees and meet medical bills or afford the cost of feeding their families. Many teenage girls present in both school and farmer group meetings noted that “the boys after impregnating you abandon you to take care of the child without any form of support.”

- *Large family sizes.* Many farmer group members also reiterated that although they practice subsistence farming, in the last 10-15 years there has been a huge rise in family sizes that has led to mass land fragmentation. Women noted that this situation accrue from the inability of families to both plan for their family development and consequently the family sizes they can afford. Social and cultural norms as well as religion, in addition, block families from discussing family sizes. More so, men do not want their wives to access family planning services. Young girls too have no access to sexual reproductive health and rights information and services. The result, a cultural leader pointed out is “too many people for small land sizes hence land fragmentation.” Families that used to have 10 acres of land now have a dismal 2-3 acres as land is annually divided with grown up male children. Conflict over land is common but above all degradation of the environment through wetland and forest encroachments. Finally, without family planning, there is a population boom. Many teenagers are child parents who shift their child care burden to their elderly parents.
- *Persistent weather changes (Climate change) and environment degradation.* Low food production and agro-based income was also attributed to frequent extreme events like erratic rainfall (one reliable season a year now, instead of the former two seasons), prolonged dry seasons, frequent floods, hailstorm, and destructive winds that adversely affects crop yield and livelihoods of the rural poor.<sup>14</sup> While many of farmer group members could not ably state why climate is changing, institutional leaders linked this situation to the high environmental degradation. They pointed out that poor farming practices and large family sizes are exerting pressure on trees and wetlands (Wang niang, Ayila, and Oseke) to reclaim more land for farming and as a result all woodlands and forest reserves (Oming, Opiyo, Alwi, Jukal, Pajao and Nyabang), and Paicing and Alala riverbanks are depleted. With the rise in urbanization in the 1990s, demand increased for wood fuel<sup>15</sup> and charcoal burning became a lucrative-but-informal business.<sup>16</sup> Incidentally, charcoal producers and craftsmen now target threatened and endangered species like *combretum species* (oduk) and shea butter tree (yau) for charcoal and *vodu* for craft making. A recent study estimated that between 2016 and 2019, West Nile lost 2,650 km<sup>2</sup> of savannah grassland and 434 km<sup>2</sup> of tree cover.<sup>17</sup> This has manifested in adverse increased incidences of crop pests and diseases and livestock parasites and human diseases, environmental degradation, overgrazing in Pajao, Nyabang and Nyareigi in Pakwach district, loss of soil fertility and consequently reduced crop yields which have made households eat inadequate and low micronutrient foods. The commonly mentioned disaster risks were malaria and cholera outbreaks, scorpion and snake bites, and December – March season without any vegetables. Bush burning has also depleted grass for thatching that has been a reliable source of income for the women during the dry season. This has caused conflict among the women, landowners, and the Murchison Park officials. In many incidences, women have been beaten up by the park rangers (District Environment Officer, PKH). The main victims of this climate vulnerability are women and girls who struggle to provide food, water, fuel wood and income amidst the already existing care economy burdens for children, people with special needs, the aged and the sick.
- *Limited access to government support (inputs and extension) services for agricultural transformation.* KIs with LG officials revealed that the generally “low rate and intensity of use of improved agricultural and land management practices” among community members is due to limited presence of government officials in the communities due to limited funds. One DAO confirmed that “we cannot do much to increase access to improved agricultural technologies as the agricultural sector budgets are yearly very small (with over 65% for salaries and wages).” Literature review further revealed that although agriculture is noted to employ 70% of the

<sup>14</sup> Climate Risk Profile: Uganda (2020): The World Bank Group.;

[https://climateknowledgeportal.worldbank.org/sites/default/files/2020-06/15464-WB\\_Uganda%20Country%20Profile-WEB\\_v1.pdf](https://climateknowledgeportal.worldbank.org/sites/default/files/2020-06/15464-WB_Uganda%20Country%20Profile-WEB_v1.pdf)

<sup>15</sup> Uganda Bureau of Statistics (2018). Uganda National Household Survey 2016/17. Kampala

<sup>16</sup> <http://blog.worldagroforestry.org/index.php/2019/05/25/feature-can-we-grow-our-way-out-of-the-charcoal-crisis/>

<sup>17</sup> Barasa, B., Mwiru, A., Turyabanawe, L., Nabalegwa, W.M, and Ssentongo, B. (2020) The Impact of refugee settlements on land use changes and vegetation degradation in West Nile sub-region, Uganda. Geocarto International. DOI: 10.1080/10106049.2019.1704073

population (95% in rural areas),<sup>18</sup> contribute about 80% of the total exports earnings,<sup>19</sup> and is considered a lead sector in the realization of the National Development Plan III that among other things focuses on agro-industrialization,<sup>20</sup> the sector suffers: underfunding and weak linkages between provision of agricultural inputs and agricultural extension services<sup>21</sup> (as one agricultural extension officer is expected to serve more than 15,000 households).

This above situation was only precipitated by the Covid-19 pandemic. The lockdown that closed schools, public transport, shops and markets and restricted public meetings (including community social support groups) resulted in urban to rural migration; loss of jobs and income, inaccessibility to social services and skyrocketing of market prices of basic goods, agricultural inputs and produce. Many households (58%) reported a decline in income and fewer women (44%) than men (54%) were able to save money. In response to COVID-19's impact on income, families spent savings (37%) and reduced on essential non-food expenditures (26%); boys resorted to theft (8%) and girls to survival sex (10%) and child marriage (18%). Women faced sexual gender-based violence (23%), men stress (23%), idleness (16%), and alcohol and drug abuse (14%).<sup>22</sup> Asset depletion was a major coping strategy.<sup>23</sup> The Resilience Index Measurement Analysis confirmed that many households became less resilient to livelihood shocks<sup>24</sup> and were highly vulnerable to fall deep into poverty.

#### 6.1.3 What needs derive from the problem analysis? How has this been determined?

As the figure under 6.1.2 above shows, the critical needs therefrom anchor on **Transforming traditional community lives from multiple angles** in way that should strengthen vulnerable families through **building civil society structures, in the weak presence of local government, to assertively promote community-led climate change adaptation and mitigation**. The civil society structures should be inclusive, economically self-reliant, environmentally sensitive, politically active, institutionalized, and sustainable. The proposed and reaffirmed social structures will include CSCGs comprised of smallholder farmers, School Clubs, and a business-driven Cooperative. The capacity of these structures should be built in sustainable agriculture intensification, alternative income generation and management, preventive community health, environment and biodiversity conservation as well as gender equality and inclusion. However, the proposed 15 Production and Marketing Committees are not structures in themselves. Rather, they are CSCG support systems charged with facilitating marketing functions. This committee has similar structures like poultry paravets, agroecology lead farmers and VSLA mentors who will support CSCG members with improved poultry, agronomic and savings business management.

To achieve this transformation, our proposed entry strategies include:

- **Agricultural production and productivity enhancement** to transform production intensification, technologies and practices using improved agro-inputs (seeds, livestock equipment, animal traction), climate smart skills training (using resilience design approach), and value addition.
- **Livelihood diversification for alternative income generation** through the promotion of VSLA, IGA -SPM and financial literacy training so that households are empowered to save, identify locally viable investment opportunities, take loans and start/grow enterprises from which they can earn alternative income for food security, health services uptake, etc.
- **Community health** in schools and targeted communities in ways that will reduce the high disease burden from otherwise preventable sources. Education and awareness creation together with health services outreaches should be promoted in areas of nutrition, Sexual and Reproductive Health and Rights (SRHR), family planning (only for CSCG members), Water, Sanitation and Hygiene (WASH), and COVID-19.
- **Environment and biodiversity conservation** in schools and targeted communities using awareness, education and trainings on mindset change to enable communities to appreciate and value environmental sustainability and development, break away the apathy to create responsiveness and actions against environmental degradation. This should be complemented

<sup>18</sup> Note that in Uganda there is no living wage. Many formally employed persons also depend on farming to supplement their meagre incomes.

<sup>19</sup> Annual Budget Performance Report 2018/19

<sup>20</sup> Uganda National Development Plan III.

<sup>21</sup> <https://www.finance.go.ug/sites/default/files/Publications/Agriculture%20Sector%20Semi-Annual%20Monitoring%20Report%20FY2020-21.pdf>

<sup>22</sup> UNHCR: Interagency Rapid Gender Analysis – COVID-19 (Nov, 2020) report

<sup>23</sup> PELUM Uganda (2020) Effects of COVID-19 Pandemic and Uganda Government Measures on the Agricultural sector, Smallholder Farmers and PELUM Member Organizations

<sup>24</sup> Food and Agriculture organisation (RIMA) 2018

by community-based byelaws on environment conservation and supporting the functionality of Local Environment Committees (LECs) to enforce the byelaws and other legislation, and setting up community food forest to provide a basis for both biodiversity conservation and community well-being by giving access to forest and non-timber-based products and greening the environment.

- **Knowledge management and advocacy** (as a cross-cutting issue) so that innovative best practices are documented, shared and upscaled.

*Table 4: Stakeholders proposed actions*

<b>Food and nutrition insecurity solutions</b>	<b>Income insecurity solutions</b>
<ul style="list-style-type: none"> <li>– Community sensitization on mindset change with a focus on the quality of life and increasing production for income, balanced diet, and mid-day meals for school-going children.</li> <li>– Lower Local Government to enact and enforce bylaws on food security, school feeding programmes for all children in school.</li> <li>– Provision of timely start-up improved agricultural technologies (inputs, seeds, tree seedlings, cassava cuttings, animal traction, storage facilities, etc) to individual vulnerable households instead of groups</li> <li>– Promote growing of micronutrient-rich crop varieties especially vegetables and fruits and climate resilient crops</li> <li>– The need to promote school garden, children's garden, and other agricultural activities like poultry at home. This will encourage the children to grow into citizens who love agriculture.</li> <li>– The need to translate agricultural research outputs into actions at the farmer level</li> <li>– Provision of direct food to affected households during period of food shortage</li> <li>– Mainstreaming nutrition education, sanitation and hygiene and family planning training for communities to improve family nutrition but also reduce large family sizes and its land conflict challenges.</li> </ul>	<ul style="list-style-type: none"> <li>– Sensitization and on-farm training of the youth, women and girls on the benefits of agriculture (vocational skills and climate-smart agriculture)</li> <li>– Promote the formation of commodity-based farmer groups or Cooperatives with Village Savings and Lending Associations (VSLAs) to ensure farming is done as a business and ensure access to low interest rate agricultural credits</li> <li>– There is a need for DLG and Civil Society Organizations to lobby Bank Uganda to remove the barriers that limit access to credit to women and the youth in commercial banks</li> </ul>
<b>Community health solutions</b>	<b>Environment and biodiversity conservation</b>
<ul style="list-style-type: none"> <li>– Working with community-based VHTs for community education and awareness campaigns</li> <li>– Facilitating family and community dialogues on health issues especially family planning and WASH</li> <li>– Promoting home-based kitchen gardening with nutrition education for better food production, planning, processing and preservation</li> <li>– Provide health support kits such as hand washing facilities, face masks</li> <li>– Liaising with health facilities in the project areas to provide health services outreach for increased community access to consumables like family planning contraceptives</li> <li>– Working closely with the Catholic and Protestant churches to promote natural family planning and providing interested beneficiaries with moon beads</li> </ul>	<ul style="list-style-type: none"> <li>– Public and community education programs complimented by the development and enforcement of community-based byelaws on environment conservation</li> <li>– Supporting local environment committees to promote environment conservation and enforce the byelaws.</li> <li>– Provision of households with fast-growing and drought-resistant trees for fuelwood, food and nutrition (fruits).</li> <li>– Planting community and school woodlots, and promoting school green clubs using inputs (such as local mango varieties, jack fruit, citrus, giant lira, grevillea (<i>mbeni</i>), and eucalyptus and training on environment conservation and climate resilience.</li> <li>– Working with local governments and communities to identify, demarcate, and enforce no-encroachment policy on vital and critical ecosystems like forests, wetlands and water bodies that among others provided ecological services like control of draught through local climatic modifications, control of flood</li> </ul>

	<p>and storm water, support to agricultural productivity, life support systems.</p> <ul style="list-style-type: none"> <li>– Promoting energy saving stoves in homes and schools with feeding programmes (as it saves about 60% of use of fuelwood).</li> </ul>
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#### **6.1.4 What is the background and history of the planned project and its impact logic? How was the idea identified and who initiated the first steps?**

Discussions with both staffs of AWO International and AFARD revealed that the idea of the project was based on their partnership since 2018 in working with refugees and nationals in the district Yumbe through projects financed by the German Ministry of Economic Cooperation and Development (BMZ) and the German Relief Coalition (ADH). Based on the gains they have made (96% food security, 49% exit from asset poverty, 49% women empowered – see BMZ -SSF 2021 report), AFARD approached AWO International if they can do something about the severe negative effects of COVID-19 pandemic and climate change (CC) outside the refugee hosting districts. This discussion between the heads of both agencies in Uganda was followed by a rapid informal consultation with smallholder farmers and local government leaders that culminated into a concept note. This feasibility study widened the stakeholder engagement and perspective of issue analysis and the report will feed into the detailed proposal development.

#### **6.1.5 Are there alternatives to the planned project or its subcomponents?**

Field discussions with DLGs revealed that there is the Uganda Multi-sectoral Food and Nutrition project under ministry of education and agriculture targeting 32 out of 193 schools in both districts to promote school feeding programmes through school gardens and nutrition education. Already the programme is ending in May 2021 amidst having reached out to only 17% of the schools. In Alwi and Nyaravur sub counties where this project will be implemented so far only 3 schools benefited.

## **6.2 Capacity of local partner organization (AFARD)**

Our discussions with both AFARD staff and local government officials in areas where AFARD already works or worked as well as some of the donors financing their work (PIU, CACH, BMZ-SSF through AWO Int.) revealed that AFARD is a suitable partner for this project because of the following:

#### **6.2.1: What stakes, skills and experience (institutional, technical, personnel, financial capacities) does AFARD have for the effective implementation of the project?**

- It is institutionally registered (with operation permit) by the national NGO Bureau. Its head office is in Nebbi with satellite office in Pakwach.
- It has a MOU with the proposed project districts of Pakwach and Nebbi.
- It is a non-denominational NGO that seeks to empower poor and marginalized people - children, youths, and women (key target group of the proposed project).
- It has a credible and gender-sensitive Board of Directors and a highly skilled and experienced management team headed by the Executive Director who is supported by the Directors of Programmes and the Finance and Administration (with educational levels of Masters to PhD).
- It is a member of national and regional networks: National NGO Forum, Participatory Ecological Land use and Management (PELUM), Uganda Water and Sanitation Network (UWASNET), Uganda National AIDS Services Organizations (UNASO), the District NGO Forums in Nebbi, Yumbe, and Moyo.
- It has a strategic plan themed – Thriving and Peaceful Families - targeting to 'reduce hunger and extreme poverty in peaceful families' through among others both Nutrition-sensitive agriculture for increased production and consumption of diversified foods in safe homes; and Inclusive market participation for decent employment in strategic agribusiness and vocational labor markets. The proposed project components are not new to it.
- It has ably managed since its inception in 2000 many projects funded by many donors without any project termination. In the current strategic plan, in 2020 it managed 10 projects worth UGX 9 billion and in 2021 a portfolio of 13 projects worth 10 billion. All these projects work with smallholder farmers, local governments, and private sectors actors as is designed in this project.
- We saw its November 2021 partner risk assessment exercise that was conducted by Caritas Switzerland covering organizational legality, financial management, project implementation and security information revealed that AFARD is a very strong and low risk agency.
- It has a strong internal control system such as annual institutional audits by reputable international firms, computerized financial management system with qualified staffs, and

procurement system that included quality control by local governments e.g., in agricultural inputs, construction, etc.

**6.2.2: What stake/ownership skills and experience are missing and how can this capacity be strengthened?**

Our assessment found out that:

- AFARD doesn't have its own technical staff for public health and natural resource management. Under the BMZ-SSF as with other projects, it relies on local government support. This strategy has its key weak area being "non-availability or irregular availability of local government staffs due to competing demands. There will therefore be need to recruit full time staffs for these components of the project.
- AFARD still uses a manual M+E system (with recent attempt of Kobo Collect and except for VSLA where it uses the SAVIX MIS). This is time consuming and prone to errors. Besides, without a full time M+E officer, it is often the Executive Director responsible for data management (confessed the DP). There will be need to invest in training all the project team in M+E as well as digital software to ensure real-time data collection and analysis.
- For effective coordination of the project, there is also need for a motor vehicle. The DP currently has no vehicle to support his supervisory role. He relies either on means of transport from Yumbe (that also has increased portfolio covering Adjumani, Moyo, Yumbe and Koboko) and a NURI based car that is used by the CSA-C who works in Zombo, Nebbi and Pakwach (rendering limited availability).

**6.2.3: What is the relationship between the local partners and the target group and other actors (legitimacy)?**

AFARD strategically operates in West Nile region. It has a wide acceptance by community groups that remarked, those who work with AFARD receive "good and honest support." Local government officials hailed them for transparency, compliance with government regulations and policies. Church leaders supported working with them because they do not discriminate against any religion. Women were very happy working with AFARD because they hear them on "radio" promoting women's rights to stable families. Meanwhile, Muni university pointed out that they are in the process of signing official MoU with AFARD because overtime they have found that AFARD gives good learning environment for their intern students and feedback to them for improvement.

**6.2.4: Are there any convergences or conflicts of interest? How can the interaction be improved?**

None that we came across.

**6.3 Needs of target groups and other actors (at micro, meso and macro levels)**

**6.3.1: What is the composition of the respective target groups? Analyze the target groups based on factors such as selection, and how are do-no-harm aspects is taken into account?**

The project plan to directly target 3,190 persons (female 60% and 10% Persons with Disability) composed of 375 households with on average 7 household members, 25 LG officials, 510 school communities, 20 religious and cultural institutions representative, and 10 AFARD staffs and indirectly 60,000 persons (from the broader population reached by LG officials, private sector actors and KML outreaches).

These direct project beneficiaries should be selected using rigorous participatory processes involving community meetings to identify and validate beneficiaries. A similar approach used by AFARD under BMZ-SSF and other projects has proved to be conflict-free. Given the numerous cases of conflict of interest exhibited by leaders during project beneficiary selection in the two districts (e.g., ACDP, NUSAF, YLP, Emyogga, etc), this participatory approach should be continued.

However, priorities should be given to ensure highly vulnerable and/or disadvantaged people are selected to benefit from the intervention. Such people according to the various respondents include: widows, the elderly taking care of infants, teenage mothers, women in polygamous marriages, child-headed households, single mothers, persons with disabilities/HIV, and patients with underlying conditions.



Target group	Description of beneficiaries:	Selection criteria:
a) Vulnerable smallholder farm households	Vulnerable smallholder farmer households without or with very few productive assets (land, livestock, etc.) and considered by their communities as poor and extremely poor	Geographical areas should be selected with local government and community leaders  Beneficiary households should be participatory selected by the community  Participating household members should be selected by their household members
b) Local Government officials	Employees of Pakwach and Nebbi district local governments and the identified project sub counties	Stakeholder meetings should select the project sub counties, parishes and villages
c) Religious and Traditional Institutes	Existing leaders of establishes religious and traditional institutions in the selected project areas	Leaders should be selected basing on their presence in the project areas.
d) School communities	Students enrolled, teachers working in, and management committees of primary schools within the project parishes	Schools should be selected based on their location within the stakeholder selected project parishes
e) AFARD staff	Full time AFARD employees	Staff working on projects with agricultural components

**6.3.2: What is the role of the target groups in the social context, their specific needs and how they can be addressed? What conflicts of interest might arise as a result of the funding vis-à-vis other not participating population groups?**

Target groups	Needs and benefits	Roles	Conflict of interest
a) Vulnerable smallholder farm households	<p><b>Needs:</b> Solutions to food, nutrition, and income insecurity drivers – technologies, markets, environment conservation, and safe health</p> <p><b>Benefits:</b> Use of enhanced agro-technologies and skills, diversified, more just and healthier livelihoods, food forest woodlot; Financial inclusion for alternative livelihoods - income, assets and food; Nutrition education for better food preparation and preservation; family planning education and services, and mutual knowledge generation and sharing like: annual learning events, innovations and best practices. Living in greener, more just and healthier communities with improved resilience, increased reputation and new opportunities</p>	Members of member-managed Climate Smart Champion (CSC) Groups that plan their work; select Lead farmers, paravets, oxen handlers and VSLA mentors, Production and Marketing Committee members, engage in Demo plot learning and VSLA; replication of knowledge and skills on family farms and Eco-friendly IGAs, Reinforcing positive behavior change (e.g., WASH, nutrition, family planning, gender equality, environment conservation, etc.), Participating in internal and external monitoring, Production and collective marketing of produce, and provision of land for demo plots food forest woodlots, Coop infrastructures	No conflict is envisaged from the participatory selection process
b) Local Government officials	<p><b>Needs:</b> Technical skills on climate change adaptation and mitigation and knowledge generation and replication; services for hard-to-reach areas</p> <p><b>Benefits:</b> Strengthen political capital; Improved district development plans; and upscaling best practices to non-targeted households, Technical hands-on skills; and new knowledge.</p>	Mobilization and project location selection; Participation in trainings as trainees and facilitators; Monitoring and replication of best practices, and quality control for agro-input sources	No conflict as responsible departments will be engaged

	Living in greener, more just and healthier communities with improved resilience, increased reputation and new opportunities		
c) Religious and Traditional Institutes	<p><b>Needs:</b> Knowledge on cultural and religious drivers of and solution to community food, nutrition and income insecurity</p> <p><b>Benefits:</b> Attitudinal change and education (environment conservation, sanitation, nutrition, GALS and disability equality), and new knowledge generation and sharing. Living in greener, more just and healthier communities with improved resilience, increased reputation and new opportunities</p>	Community mobilization; Land dialogue / mediation; Awareness raising, participation in Selection of beneficiaries; Reinforcing positive behavior change (e.g., WASH, nutrition, family planning, gender equality, environment conservation, etc.); Participating in internal and external monitoring; Provision of land for demo plots food forest woodlots, and Coop infrastructures where community or dedicated institutional owned land will be required.	No conflict as responsible institutions will be engaged
d) School communities	<p><b>Needs:</b> Awareness, skills and support for climate change adaptation and mitigation, environmental health, SRHR, and gender equality.</p> <p><b>Benefits:</b> Better reputation from improved participation and performance; Food Forest woodlots for education and year-round fruit supply (with carbon sinks). Access to SRHR education and services. Transformed gender perspective.</p>	As School Clubs and multipliers promoting public health, gender equality and environment conservation; Participation in monitoring and learning events	No conflict as leaders elected schools will be engaged
e) AFARD staff	<p><b>Needs:</b> Technical skills, M+E system, logistics, and replicable knowledge and skills</p> <p><b>Benefits:</b> Technical hands-on skills and competencies, and new knowledge, improved M+E system, logistics.</p>	Technical skills training of trainers, training beneficiaries, and benefiting from mutual knowledge generation and sharing like:	No conflict as responsible staffs will be engaged

**6.3.3: What are the capacities of the target groups, especially in terms of self-initiative, self-help and local problem-solving? How can these be strengthened and utilized in the project?**

Target groups	Capacities for self-initiative, self-help and local problem-solving	Strengthening mechanisms
a) Vulnerable smallholder farm households	<ul style="list-style-type: none"> <li>Vulnerable farmers work individually and hardly engage in learning from fellow farmers</li> </ul>	<ul style="list-style-type: none"> <li>Farmers should be organized in groups to enhance collective engagements and peer learning</li> </ul>
b) Local Government officials	<ul style="list-style-type: none"> <li>Largely dependent on central government plan, guidelines, and funding without ability to test own capabilities. However, technical capacity exists</li> </ul>	<ul style="list-style-type: none"> <li>Collaborate with technical departments to ensure they impart skills to communities</li> </ul>
c) Religious and Traditional Institutes	<ul style="list-style-type: none"> <li>Able to mobilize communities in their jurisdictions for problem solutions</li> <li>Some religious institutions have demonstration projects e.g., woodlots and agricultures</li> </ul>	<ul style="list-style-type: none"> <li>Harness their strong mobilization capacity to select and retain beneficiaries</li> </ul>
d) School communities	<ul style="list-style-type: none"> <li>Many schools are using central government capitation grant meant for education materials to innovate knowledge on SRHR and environment conservation. However the fund is inadequate and the teachers have no skills to effect better SRHR and environment conservation behaviour change practices.</li> </ul>	<ul style="list-style-type: none"> <li>Build on local skills and practices to increase learning, adoption, and ownership</li> </ul>

e) AFARD staff	<ul style="list-style-type: none"> <li>Has tested a number of innovative approaches such as participatory beneficiary selection, peer learning, technology transfer and adoption, life skills support, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Build on existing practices</li> </ul>
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**6.3.4: Who are important government and non-government actors in the sector and beyond, the government's development strategies and how is the project aligned? How far are they considered in the project conception?**

Actors	What they are doing aligned to the proposed project	How considered in project (synergies)
Government ministries and local governments	Farm Income Enhancement and Forest Conservation (FIEFOC) Project for tree planting (by MWE) Agricultural Cluster Development Project and OWC for farm inputs (by MAAIF) Development Initiative for Northern Uganda (OPM)	Sourcing of input suppliers for seedlings, cassava stocks, agro-processing
DANIDA	Funding NURI that works in climate smart agriculture and natural resources management	Learnings from food forests and resilience design
Plan International	Sponsorship program and advocacy for education	n/a
UNICEF	Supporting District Nutrition policy mainstreaming in district plans	n/a

**Government development policies and strategies:**

The project fits in the overall Uganda's development framework anchored in Vision 2025 and the National Development Plan (NDP III 2020-25) that aims at *increased household incomes and improved quality of life of Ugandans* as it is operationalized in the:

- *Agriculture Sector Strategic Plan 2020-25* that targets increased agricultural production, productivity, profitability and competitiveness. Use of improved agro-technologies will increase adoption of good agricultural practices as well as yields and income.
- *Financial Inclusion Strategy 2017* that seeks to facilitate access to financial assets and knowledge among rural populations. VSLA and financial literacy will provide opportunity for targeted households to save and take loans and gain skills to manage their personal finances.
- *National Strategy for Private Sector Development 2017-22* that focuses on boosting enterprise development and industrialization. Entrepreneurship training will increase the uptake of loans from VSLA for IGAs and adoption of best business management practices.
- *BTJET Strategic Plan (2011-2020)* or *Skilling Uganda* that focuses on productivity enhancing and equitable access to skilling opportunities. The training of youth will create a pool of skilled human resource able to enter and stay in the labour market through mainly self-employment.
- *Uganda Green Growth Development Strategy 2017/18-2030/31*
- *National Climate Change Policy and Nationally Determined Contribution (NDC)* that provides direction to all sectors that are affected by climate change to facilitate adaptation and mitigation and to strengthen coordination of efforts amongst all sectors to build an overarching national development process that is more resilient. Specifically, the policy aims at reducing the country's vulnerability to climate change impacts.
- *National Environment Act No.5 of 2019* provides for management and conservation of biodiversity which includes trees, forests, and rangelands.
- *The Nebbi and Pakwach Districts Development Plan 2021-25*, whose objective is "increased agricultural output per household through use of modern agricultural technologies."

**6.3.5: What are the interests of actors and stakeholder, and is there a potential conflict of interest?**

Levels	Main Actors and stakeholders	Interests	Potential conflicts
Micro level	Vulnerable smallholder farmers	<ul style="list-style-type: none"> <li>Sustainable food, nutrition and income security in safe homes</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>
	School communities	<ul style="list-style-type: none"> <li>Positive behavior change for SRHR, WASH, environment conservation, COVID-19</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>

	Religious and Traditional institutions	<ul style="list-style-type: none"> <li>Economically empowered followers able to defend their institutions</li> </ul>	<ul style="list-style-type: none"> <li>Resistance to use of modern contraceptives</li> </ul>
<b>Meso level</b>	District and Lower local government	<ul style="list-style-type: none"> <li>Economically empowered and healthy people</li> </ul>	<ul style="list-style-type: none"> <li>Political interference in selection of beneficiaries</li> </ul>
	Other NGOs in NGO Forum	<ul style="list-style-type: none"> <li>Cross learning of new innovations</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>
	Private sector (traders, market vendors, local FM radio stations)	<ul style="list-style-type: none"> <li>Access to clients for input markets and suppliers of produce</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>
<b>Macro level</b>	Government ministries	<ul style="list-style-type: none"> <li>Contribution to policy implementation and new knowledge</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>
	National NGO networks	<ul style="list-style-type: none"> <li>Cross learning of new innovations</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>
	Universities	<ul style="list-style-type: none"> <li>Generation and replication of new knowledge</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>

**6.3.6: How strong is the support from the different actors and stakeholder for the project? Are there already agreements between stakeholders/actors?**

Although no agreement has been signed with any stakeholder, during consultations for this feasibility study, the key actors and stakeholders noted above under 6.3.5 expressed positive attitude and willingness to support and collaborate with the project. The LC V Pakwach remarked, “if we don’t support the project, it is us and not AFARD/AWO Int. who will lose out.” Private sector actors pointed out that “the project will bring out potential clients to us so we will highly collaborate with it for win-win gains.”

## 6.4 The DAC Evaluation Criteria

### 6.4.1 Relevance

**6.4.1.1: Does the planned project approach address an important development problem and strategies in the partner country or region?**

At the global level, the project will contribute to SDG 1 (End poverty); 2 (No hunger); 3 (Good health and well-being); 5 (Gender equality); 13 (Climate Action); and 15 (Life on land) as below:

- **GOAL 1: End Poverty** – through livelihood diversification and effective market participation.
- **GOAL 2: No hunger** – through increased and sustainable production and consumption.
- **GOAL 3: Good health and well-being** – through safe nutrition, sanitation and hygiene, SHHR and family planning.
- **GOAL 5: Gender Equality** –through supporting women’s growth in knowledge and access to opportunities and elimination of all forms of violence against women and girls.
- **GOAL 13: Climate Action** – given that opportunities will predominately be focused on environmentally sustainable NRM and alternative livelihoods, target groups and beneficiaries will strengthen their resilience and adaptive capacity to climate-related hazards and natural disasters.
- **GOAL 15: Life on Land** – through a focus on prompting sustainability ecosystems and reversing land degradation and food forest woodlots for biodiversity conservation.

At the country level the project contribution is indicated under 6.3.4 above. However, worth noting are: there are very few development agencies in non-refugee hosting districts in West Nile, Uganda generally; and even the popular government run Operation Wealth Creation Program has not served all the villages in the project districts. In addition, the project will contribute to:

**6.4.1.2: Is the planned project addressing the needs of the target groups?**

See 6.3.2 above.

**6.4.1.3: What concrete changes are expected to occur in result of the project at the end of the project period?**

The key results of the project to be achieved are indicated in the result chain below especially in food security, income security, healthy families and conserved and sustainable environment. These will be attained from positive behavior change such as: 1) starting to save and take loans for investment in alternative income sources that enable a household to diversify its income streams; 2) using improved climate smart agricultural practices (inputs and techniques) that boast diverse farm production to more diverse yields for own consumption and sales; 3) changing feeding, hygiene, and vector control practices and decision-making on ones' sexuality for instance so that families enjoy better health; and 4) active participation in preventing environment degradation by tree growing, use of improved energy saving stoves and controlling bush fire so that with more forest covers, green villages enable communities to sustainably use their God-given natural resources for their current and future sustenance. However, the Climate Smart Model Village approach should be the foundation upon which the project should work with selected villages. Each village should develop a Village Bye-law that will bind members to best practices necessary for transforming their household livelihoods (based on clear family development plans) and community level environment and biodiversity conservation. Finally, knowledge will be generated along all the project intervention pillars and shared for replication with other stakeholders.

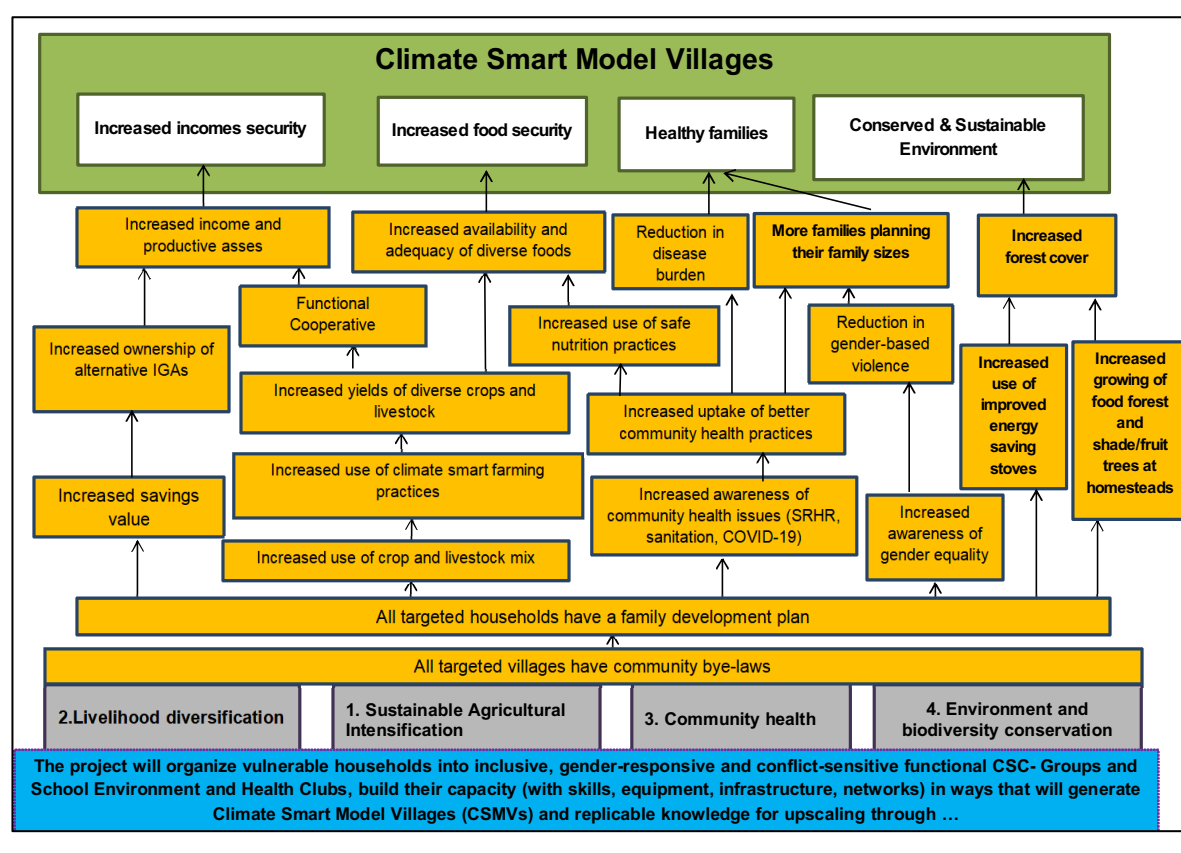


Figure 3: Project result Map

## 6.4.2 Effectiveness

### 6.4.2.1: Are the planned activities and the chosen methods appropriate to achieve the project objective?

A review of the of the project documents indicated that the work packages are consistent with the anticipated project results. However, a few areas for redress include:

1. The adjustment to the project strategies by separating community health from environment and biodiversity conservation given the latter focuses on the protection and sustainable use of environmental resources and therefore not linked to environmental quality that defines public health.
2. Bundling activities per output area to a max of 5 activities per outputs instead of the 9 max as was shared by AFARD log frame under review. Doing so will build a strong linkage between outputs and outcomes on the one hand and budget consolidation on the other.
3. Emphasis was put by farmers and local government officials under Output 1 on the need to integrate mindset change during the formation of CSCG and the need for timely delivery of inputs so that farmers can optimize use.
4. Under community health, there is need to:

- Work with community-based VHTs for community education and awareness campaigns
  - Facilitate family and community dialogues involving cultural and religious leaders and spouses on health issues especially family planning and WASH for better uptake
  - Work closely with the Catholic and Protestant churches to promote natural family planning and providing interested beneficiaries with moon beads
5. Under environment and biodiversity conservation there is also need to:
- Support the targeted villages to develop and enforce community-based byelaws on community health (WASH) and environment conservation (bush burning, tree growing, etc).
  - Support schools to upscale school green clubs using inputs and training on environment conservation and climate resilience.

**6.4.2.2: What activities at meso and/or macro level (multi-level approach) are to be envisaged to enhance sustainability?**

- Active engagement of the identified meso and macro-level actors in knowledge management will build not only knowledge but also networks that will continue to share opportunities for fathering the project agenda.
- Skilling local government staff will support DLGs to mainstream climate adaptation and mitigation measures in their development plans and improve their engagement with development partners in ways that ensure climate action and resilience.
- Working in collaboration with universities and research institutions in testing new innovations and technologies.

**6.4.2.3: How far are synergies with measures of other donors or projects used?**

See 6.3.4

**6.4.2.4: What additional or other measures does the study recommend to achieve the objectives?**

See 6.4.2.1 above.

**6.4.2.5: What impact logic/hypotheses should the project be based on? Who reviews the impact, when and at what intervals; how is change measured? (Impact monitoring)**

From the result chain under 6.4.1.3 above, the project envisages to mobilize vulnerable smallholder farmers, form them into inclusive, gender-responsive, politically-active and conflict-sensitive CSCGs and SHECs and build their capacities (skills, equipment, infrastructure, networks) in ways that will generate replicable knowledge for upscaling through sustainable agricultural intensification (for production and productivity), livelihood diversification through alternative income generation, community health and environment and biodiversity conservation. Consequently, these will result in Green, Productive and Resilient Communities. The project result framework shows that there are planned 05 objectives aligned to the 5-pronged interlinked resilience building approach, namely: i) climate smart sustainable agricultural intensification to improve food and nutrition security using agro-ecology; ii) diversified and improved livelihoods for increased income and productive assets, iii) community health for healthy families; iv) environment and biodiversity conservation for conserved and sustainable environment; and – cross-cutting - knowledge management for replication. These are explained below:

1. **Sustainable agricultural intensification using agro-ecology to increase and diversify agricultural productivity and improve nutrition.** Peer trainers, selected by their communities using positive deviance approach, will be trained as trainers in climate smart agriculture, agro-ecology (for preserving soil and ecosystems), nutrition, and eco-friendly agronomic practices (for example production of bio-fertilizers and pesticides such as integrated weed control), thereby also reducing farmers' and communities' health risks related to exposure to chemical toxins, food borne illness or zoonotic diseases. Drought-tolerant and high-yielding crops, oxen with ploughs and carts, poultry, smartphones for weather forecasts and other start-up inputs will be provided. Over the last ten years, AFARD has developed an effective Peer Extension Model to sustainably offer access to community-based extension services for participatory, experimental, problem solving and discovery-based learning. This will create sustainable employment opportunities and thus add to green recovery.
2. **Transformation of livelihoods through diversification and change for increased gender equality and improved health.** Leaders of the CSCGs (60% female) will champion a transformative approach in family, school and communities after having been trained as trainers in GALS. Livelihoods will be diversified through value addition (based on new knowledge, competences and equipment like a processing house and two cassava mills) and collective marketing and sales; thereby reducing pressure on environmental and socioeconomic systems. Economic resilience will be gained through introducing the Village Savings and Loan Association (VSLA) methodology, trainings in financial literacy and entrepreneurship and the acquisition of productive assets. At household level, health will be improved through awareness creation and

input supply in regards to energy saving stoves, SRHR, WASH, and by supporting access to public health services.

3. **Improved community health.** At community and school levels, create awareness and education on COVID-19, communicable diseases and SRHR (especially family planning), nutrition, and WASH in ways that promote positive behaviors and gender equality at their schools, families and communities.
4. **Environment and biodiversity conservation.** At community and school levels, conduct education and awareness, provide inputs, and establish food forest woodlots to contribute to fight hunger, aid in resolving land conflicts and add to turning the selected villages into green, model communities as tree cover density will increase, biodiversity will be conserved, soil and plant health restored, water quality improved and an input to carbon sinks delivered.<sup>25</sup> CSC Groups should work closely with their local governments' Local Environment Committees (LECs) to develop and/or implement existing Community Environment Action Plans – CEAPs cognizant of the LG byelaws or the Village bye-law formulated to achieve the Climate smart village model.
5. **Knowledge management for replication.** From the off-set – all training materials, studies, Information, and KML products will be developed with a view on replication. The Project aims for consultation with forerunners in the respective sector which is PELUM for agro-ecology, Universities (like Makerere University Centre for Climate Research and Innovations (MUCCRI) and Uganda Martyrs University for research and innovations, among others. Special focus will be given to extract adaptable knowledge for DG and LG to mainstream climate change in their work.

**Result monitoring:** The project will be managed under the supervision of AWO International that will ensure the AFARD uses a project information and data management system and structure that flow from the individual CSCG and SHEC members through to the national office in order to allow for timely data collection, analysis and reporting. Monitoring will cover the entire project cycle – inputs (assets, human resources, funds, etc), outputs, and outcomes. Annex 8 provides a detailed monitoring framework. However, discussions with AFARD revealed below some of the monitoring and evaluation practices that will keep management, stakeholders and beneficiaries fully engaged and informed of the project progress:

- A database of all beneficiaries is developed and updated annually;
- An outcome-based baseline study is conducted to revise project benchmark indicators and performance target;
- Weekly staff meetings ensure that outputs are planned timely and progress reported to management routinely;
- Monthly group performance review meetings ensure effective reflection on experiences, progress, challenges, and lessons;
- Monthly District NGO meetings ensure periodic progress are tracked and updated and shared with other stakeholders
- Quarterly field monitoring visits by management ensures that on-spot progress is tracked and remedial actions taken timely;
- Bi-annual project technical and financial reporting to the Board of Directors and donor ensure effective learning and accountability;
- Annual minorning visits by the Board and local government officials provide evidence of impacts and lessons for replication;
- Documentation of best practices will ensure that learning is mainstreamed;
- Annual institutional financial audit will guide effective resource use; and
- Mid-term and terminal evaluation will provide evidence of impacts and lessons for replication.

Implementation and on-the-ground-monitoring of programme interventions by AWO Int. staff will be expected to include monthly financial reporting, bi-annual project field visits, bi-annual narrative progress reports and feedback to reports, annual internal project audit, coaching partner organisations regarding project cycle management as well as application of reallocations and prolongations of programme interventions, if need be.

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<sup>25</sup> Food forest woodlots will cover at least 1-2 acres of land with a 3-dimensional agroforestry system and will be planted with a diversity of layers (canopy, shrub, herbaceous, soil cover, rhizome, and climbing) and species of trees for food, fodder, fibre, fuel, fertility, and medicinal values. By planting on designated land, compounds and farm borders this also contributes to resolving land conflicts and turn the selected villages into green, model communities as tree cover density will increase, biodiversity (of indigenous tree species) will be conserved, soil and plant health restored and water quality improved.

### 6.4.3 Efficiency

#### **6.4.3.1: To what extent can the planned measures be implemented with the available resources (financial, structural and human resources) in the forecasted period of time?**

The project plans to reach 3,190 direct beneficiaries. Key core staffs planned for the action are 03 full time staff - 02 Project Officers (POs) and 01 Project Coordinator (PC) and these will be provided the necessary logistics (laptops, cameras, and motor cycles). However, from our observations there is need to have 01 PC (with Cooperative and business development bias) and 03 POs specifically for Sustainable agriculture; Natural resources management, and Community health in order to improve supervision, timely delivery and reporting. As highlighted under 6.2.2 above, recruiting specialized staff for community health and environment conservation will greatly improve on AFARD' capacity. These staffs should be provided the necessary logistics. In addition, to improve on coordination, travels, small input distribution, a vehicle (double cabin pick-up) be procured.

#### **6.4.3.2: Can the desired effects be achieved applying economic principles; e.g. cost-benefit ratio? On what basis is the assessment made?**

The project earmarked fund will ably support the implementation of the proposed actions (including proposed amendments) more over at a lower cost. A simple comparison of the project budget indicates that BMZ / bengo-PT over the project period will spend € 278 per beneficiary - way lower than the current SAGE program € 307 or NUSAF € 500.

A simple pessimistic cost-benefit analysis using the income streams targeted households will generate shows that the return on investment (ROI) of 143% (see below) and this is a highly beneficial investment. This analysis is premised on assumptions derived from the draft budget, regional crop yield potential, business analysis with farmers, and AFARD project experiences that all showed that:

- (i) the project focus in 2022 is primarily on formation of CSCGs and SHECs with only support for nutrition kitchen garden inputs;
- (ii) farmer agro-inputs support will only cater for the stated acreage so as to ensure optimal use of available land while promoting intercropping. For instance, cassava as the main food and cash crop will be supported at 1-acre max per household since in the following seasons beneficiaries have cassava stocks to use and where possible expand acreage;
- (iii) Medium adoption rates (up to 85%) can only achieve 75% of NARO potential yield estimates;
- (iv) At the start especially before the Coop is fully functional, farmers will sell raw products, individually without the power of collective bargain in bulk marketing and mainly at middlemen buying farm gate price; and
- (v) There is a gradual increase in income from VSLA and IGA returns (figures are based on actual average performance information from AFARD database on projects in West Nile and Northern Uganda).

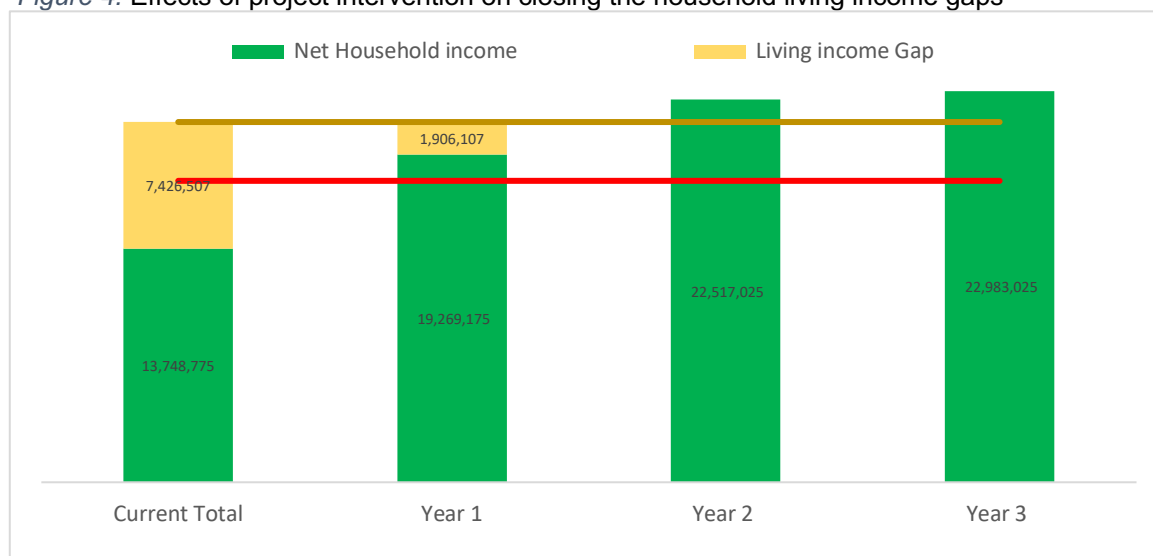
The ROI shows that in view of the living income gap of UGX 7,426,507 (see 6.1.1 and the figure below) the total household income generated in year one will narrow the gap to UGX 1,906,107. In year 2 and year 3, the project revenues generated per household will enable them to fully close both the extreme poverty and living income gap with an excess of UGX 1,341,743 and UGX 1,808,743 respectively. In sum, the positive ROI will see many beneficiary households who adopt the sustainable agriculture intensification and diversified livelihoods with better health practices exit out of extreme poverty.

Table 5: Return on investment analysis from different income streams



Key Investment variables	Project Years				Total
	2022	2023	2024	2025	
Number of beneficiaries	375	375	375	375	375
<b>Enterprises</b>					
Cassava (return per acre)		2,530,000	2,530,000	2,530,000	7,590,000
Sweet potato (return per half acre)		420,000	420,000	420,000	1,260,000
Sorghum (return per half acre)		368,000	368,000	368,000	1,104,000
Banana (return per half acre)			2,956,250	2,956,250	5,912,500
Local poultry		1,788,000	1,788,000	1,788,000	5,364,000
					-
<b>Alternative income sources</b>					-
IGA average returns		300,000	420,000	600,000	1,320,000
VSLA share out		114,400	286,000	572,000	972,400
					-
<b>Total net income per HH</b>		<b>5,520,400</b>	<b>8,768,250</b>	<b>9,234,250</b>	<b>23,522,900</b>
					-
Total Project Income (UGX)		2,070,150,000	3,288,093,750	3,462,843,750	8,821,087,500
Less: Planned annual costs (UGX)	733,139,500	1,479,833,100	831,487,000	587,618,000	3,632,077,600
Net return on investment (UGX)	(733,139,500)	590,316,900	2,456,606,750	2,875,225,750	5,189,009,900
Total Project Income (EURO)	-	504,915	801,974	844,596	2,151,485
Less: Planned annual costs (EURO)	178,815	360,935	202,802	143,321	885,873
Net return on investment (EURO)	(178,815)	143,980	599,172	701,275	1,265,612
Return on Investment					143%

Figure 4: Effects of project intervention on closing the household living income gaps



Source: ALENU Living Income Study (<https://afard.net/publications/research/198-alenu-living-income-report/file>)

#### 6.4.4 Significance/overarching developmental impact

##### 6.4.4.1a: Which objectives and impacts deriving from the problem/needs analysis are to be achieved for which target group?

Key objectives	Results	Vulnerable smallholder farm households	LG officials	Religious and Traditional Institutes	Schools ' communities	AFARD staff
O1: The population of 15 villages in Nebbi and Pakwach districts, Uganda, have reduced pressure on socio-economic and environmental systems by shifting to sustainable livelihoods and greening their environment.	<ul style="list-style-type: none"> <li>* O-1.1: 50% of the directly supported households have increased food security (availability, adequacy and diversity) through climate smart agriculture</li> <li>* O-1.2: 50% of targeted households are income secure (income and productive assets) to withstand climate, health, and economic shocks</li> <li>* O-1.3: % of households planning their family sizes</li> <li>* O-1.4: 10 villages with increased forest cover and biodiversity richness</li> <li>* O-1.5: Key LG and DG officers, partner organizations of AWO International in Uganda are capacitated to mainstream climate adaptation for a green recovery</li> </ul>	X	X	X	X	X
Output 1: 375 vulnerable smallholder households (60% female-headed) apply climate smart agriculture and produce and consume diversified foods ensuring a healthy nutrition of all household members.	<ul style="list-style-type: none"> <li>* OP-1.1.1: 75 % of targeted households adopted improved climate-smart farming practices</li> <li>* OP-1.1.2: 85% of targeted households produce at least 02 diversified crops and rear livestock</li> </ul>	X	X	X	X	X
Output 2: Fifteen Climate Smart Champion Groups (CSCGs) actively contribute to economic diversification of livelihoods and to a healthy living environment without (gender-based) violence.	<ul style="list-style-type: none"> <li>* OP-2.1.1: 50% of targeted households saving at least UGX 10,000 per week</li> <li>* OP-2.1.2: 90% of targeted households with increased uptake of loans</li> <li>* OP-2.1.3: 85% of targeted households with increased ownership of Income Generating Activities</li> <li>* OP-2.1.4: Targeted households increase the sales volumes of supported commodities by 25%</li> </ul>	X			X	
Output 3: 15 Villages and Five School Clubs promote improved community health in a gender sensitive manner	<ul style="list-style-type: none"> <li>* OP-3.1.1: 15 villages and 05 schools have increased awareness of community health issues</li> <li>* OP-3.1.2: 15 villages and 05 schools have increased uptake of better health practices</li> <li>* OP-3.1.3: 25% of children 11-13 years have increased educational performance</li> </ul>	X	X	X	X	
Output 4: 15 Villages and Five School Clubs promote environment and biodiversity conservation for improved livelihoods in a gender sensitive manner	<ul style="list-style-type: none"> <li>4.1.1: 15 villages and 05 schools report increased participation in environmental protection activities</li> <li>4.1.2: 15 villages report reduced environmental degradation and biodiversity loss</li> </ul>	X	X	X	X	
Output 5: Ten villages have become green models for other communities in regard of climate adaptation, agro-ecology and livelihood diversification for communities in Uganda and beyond.	<ul style="list-style-type: none"> <li>* OP-5.1.1: No. of best practices in regard of climate adaptation, agro-ecology and livelihood diversification promoted</li> <li>* OP-5.1.2: No. of stakeholders engaged in promoting climate change adaptation, health and to protecting natural habitats</li> <li>* OP-4.1.3: 36 social structures are promoting climate change adaptation, health and to protect natural habitats beyond project end</li> </ul>		X	X	X	X

##### 6.4.4.1b: And how will the overall planned project contribute to the achievement of overarching developmental impacts?

See 6.4.1.3; 6.4.2.5; and 6.4.3.2 above

##### 6.4.4.2: To what extent does the planned project build and strengthen structures, have a model character and is broadly effective? Does a multi-level approach (micro, meso, and macro) lend itself to increasing significance and effectiveness?

Name of civils society structures	Strengthening mechanisms
Climate Smart Champion Groups (CSCG)	<p>The 15 CSCGs will bring together self-managed members who work together primarily to have a prosperous community with socially united and inclusive, economically self-reliant, environmentally sensitive, and politically active members. The main activities of the CSCGs are: Produce adequate and diversified food; Act as Village Saving and Loan Associations (VSLA); Engage in income diversification activities; Conserve the environment; and Promote gender equality, sanitation, COVID-19 and peaceful co-existence in homes, groups and communities</p> <p>The CSCG will be strengthened by: Set up formal governance structure that includes a constitution, election of leaders, and registration with local government; group dynamic training; Having trained Lead farmers and mentors to provide community extension services and networking; Setting up demonstration - learning sites for hands-on training and enforcing mandatory trainings attendance to ensure adoption of good practices promoted by the project; provision of agro-inputs including ox traction; operating member owned VSLA; Collectively marketing produce through bulking, joint quality assurance and price negotiation; and planting own food forests.</p>
01 Primary Cassava Cooperative Society	<p>At least 06 CSCG (a total of 150 members) will be mobilized to form a producer cooperative with an elected Executive Committees as its governance body accountable to the General Assembly. At the Coop members will: Buy shared to become Cooperators; Produce in accordance with Coop set standards; Bulk produce in the Coop store for milling; Collectively market value added produce; and share out dividends as per business growth.</p> <p>The Coop will be strengthened by trainings of members and leaders; provision of infrastructures (stores, mill, etc); linkage with DLG support and financial services.</p>
05 Primary School Health and Environment Clubs (SHECs)	<p>The 05 School Clubs will bring together students, teachers, and parents to promote eco-friendly environment practices. They will: Conserve the environment by planting food forests on land provided by the schools; and promote gender equality, SRHR, sanitation, COVID-19 and peaceful co-existence in homes, and groups.</p> <p>The Clubs will be strengthened by first training senior male and female teachers; health awareness and outreaches; and technical skills training in environment conservation.</p>

#### 6.4.5 Sustainability

##### **6.4.5.1: How can the sustainability of the results and positive impacts be ensured and further strengthened (structurally, economically, socially, and ecologically) after project completion (without further external funding)? What measures and instruments are best suited to utilize and strengthen local initiative, participation and capacity?**

As AFARD is deeply rooted and well-connected in the chosen project region, we expect the project ownership to be high from the offset and collaboration with stakeholders trustful. Focusing on establishing and strengthening social structures will anchor activities and knowledge in the communities in ways that are sustainable as is detailed below.

*Structural sustainability* can be achieved by build of self-managed social structures. This will require:

- The formation, registration and strengthening of CSCGs to ensure that the established social structures are organized, operate according to their constitutions, and have high cohesion necessary to continue pursuing their agenda after the project.
- Training Model Farmers (for crops, poultry, marketing, VSLA, ox-traction) for the CSCGs to have access to peer-to-peer extension services within their villages even after project closure. Besides, oxen handlers should be trained in basic operation and maintenance of ATT thereby reducing reliance on external spare parts.
- The involvement of local governments (environment, veterinary, commercial, and health, education offices) and the Zonal Agricultural Research and Development Institute Abi ZARDI will strengthen partnership and synergies for improved service delivery and ensure that outcomes are well maintained to continue benefiting the communities.
- Knowledge Management via experience capitalization, learning and sharing will contribute to AFARD's institutional sustainability for the design and replication of best practices.

- Formation of Coop will ensure that smaller CSCGs coalesce at a higher level with effective leadership and management system that is member-managed.

*Economic sustainability* can be achieved through provisions of trainings on financial literacy, VSLA, IGA, value addition, and the promotion of investments in productive assets as buffers against shocks as below:

- VSLA will further financial inclusion for members to save, take loans, and build relationship that they can continue to use even after the project closeout. Where feasible, linkage banking should be explored so that VSLAs are linked for formal financial institutions for access to diversified financial services.
- Enterprise diversification can ensure that households have many revenue streams to smoothen their cashflows needed for consumptions and resilience to risks. This can enable beneficiaries to continue investing in their enterprises for growth and expansion as well as better livelihoods.
- Developing agribusiness in recommended climate resilient products (poultry, cassava, banana) can enable beneficiaries stay longer in the market and even after this project closes. By operating in Coop they can gain market position (volume to supply, better price negotiation power, and quality control) and ably pay for their operation costs.

*Social sustainability* can be achieved by changing discriminatory norms and practices to attain gender equality and inclusion through.

- Forming CSCGs with vulnerable members can provide space for continued collaboration for self-reliance
- Training in GALS methodology can provide women and girls space to engage in family decision-making, pool labour and own assets.
- Awareness and training in safe nutrition can enable women and girls to eat traditionally forbidden foods; family planning can provide means with which to manage family sizes; etc.

*Ecological sustainability* can be achieved nurtured by the use of agro-ecology, the CEAP-implementation and increased competences for CC adaption as below.

- The promotion of sustainable agricultural practices using low-cost farming systems that are affordable to poor community settings together with conservation agriculture and agroecology principles can enable farmers continuously use their land for agriculture production.
- The planting of woodlots and training in energy saving stoves can reduce pressure on natural forest, increase the use of own-planted trees thereby enabling the ecosystem to regenerate and enable future generation to meet their needs for fuel.

**6.4.5.2: What negative consequences and effects could the project cause? To what extent can this be taken into account in the project concept (e.g. do-no-harm approach, conflict-sensitive impact monitoring, etc.)?**

- Agricultural intensification and additional livelihood activities may increase burden on women (Gender risk). This will require closer monitoring and family dialogues on role sharing.
- Planting of trees with huge canopies may cause conflict between families that share garden borders (social risk). This will require community awareness campaigns and dialogue.
- Increased household income will likely create gender-based violence and may increase the propensity to marry more wives by the men of the homes. The use of GALS methodology will mitigate against this effect.

**6.4.5.2: What risks (personnel risks for implementers, institutional and reputational risks, and contextual risks) does project implementation face that also affect sustainability, and how can they be minimized?**

RISK	RATING	MITIGATION STRATEGY OF PROJECT
Weather variability may cause drought, flooding, pests, (poultry) diseases that will grossly affect crop production profitability of agribusiness, and survival of tree seedlings (Climate / Production risk)	High	Reliance on seasonal crop yields will be reduced by a CC adopted crop mix <sup>26</sup> combined with experiential learning on climate-smart agricultural practices and livelihood diversification. Training in the management of tree seedlings will also be provided. Paravets will be trained and supported to set up scheduled community vaccination systems linked to agro-input shops for steady supply of drugs and Makerere

<sup>26</sup> As to i) suitable crops are sorghum, highland banana, sweet potato, and cassava which are drought-tolerant, disease-resistant, high yielding and quick maturing.

		University veterinary college for timely poultry disease diagnosis and treatment recommendations.
Lack of access to land for food forest in schools (Physical risk)	Moderate	Community leaders will be engaged to provide and/or lobby for more land for schools.
Agricultural intensification and additional livelihoods may increase burden on women (Gender risk)	High	Labour intensity will decrease at the field by introducing animal traction technology and in households by applying GALS and changing behavior.
COVID-19 spread may limit collective community actions (Health risk)	High	AFARD will ensure adherence to Standard Operating protocols and guidance (WHO and MoH); adequate PPE materials will be provided; vaccination will be promoted; meetings will be held in open space/online/smaller groups; Covid-19 awareness and education will be mainstreamed
Economic and inflation instability as well as middlemen competition may undercut premium prices (market risk).	Medium	Periodic market research will be conducted so that through collective marketing farmers are linked to potential better buyers to guard against middlemen competition. Purchase in bulk will also be conducted. Meanwhile, collective marketing will be promoted to ease bulk selling and better price negotiations
Men and boys as well as elders and traditional and religious leaders may stick to social norms that limit equal food sharing, restrict adoption of better cooking practices, reject family planning and women ownership of assets ( <b>cultural risk</b> )	High	The project will engage power holders – men, boys, elders and traditional and religious leaders in trainings on gender equality, family planning, safe nutrition, and family goal setting so that they are able to be informed and engage with their wives jointly through informed actions.
Political leaders may interfere with selection of beneficiaries in favor of their political supporters ( <b>political risks</b> )	Low	The project will use participatory selection process where community members using their location specific vulnerability indicators chose and vet who should benefit and who should not in public meetings. This will eliminate the clandestine practices political leaders use to smuggle names of their supporters or even ghosts to benefit from interventions.
Planting trees with huge shades on borders may cause boundary conflicts between beneficiaries and non-beneficiaries ( <b>social risk</b> )	Medium	Through the LECs, awareness creation will be conducted in the beneficiary villages so that members appreciate the value add of tree planting. Nutrient rich and less dense canopy trees will be provided so that field garden border sharers benefit from the trees.
Increased household income will likely create gender-based violence and may increase the propensity to marry more wives by the men ( <b>social risk</b> )	Low	The project will use a family use of GALS methodology will mitigate against this effect.

## 6.5 Mainstreaming issues

### 6.5.1 Gender issues

#### **To what extent does the objective take into account gender-sensitive, and human rights-based aspects?**

By applying a gender transformative approach throughout the project implementation, the project can effectively integrate gender and conflict sensitive strategies necessary for the reduction in power inequalities, GBV, and harmful practices; facilitating and promoting inclusive community mobilization and engagement; and strengthening meaningful engagement of men and women for shared decision making and inclusive resilience. Together, these will ensure that women and girls benefit as below:

- Ensuring quota positions for females (2/4 Project Officer are females, 60% of CSCG members are female, reserving 40% of group leadership positions for women and 50% of peer trainers are females to promote women-to-women learning).
- Utilizing VSLAs to strengthen women-only spaces as weekly VSLA meetings will also provide awareness raising discussion fora on gender, health (including COVID-19 prevention), nutrition, protection and other relevant topics).
- Diversifying female income-generating activities promoting crop diversification, poultry production, and alternative income generation.

- Training of peer-to-peer trainers and CSCG members on use of Gender Action Learning Systems will engage households and the larger community on gender imbalances and foster women's empowerment.
- Awareness raising on negative effects of traditional gender roles impacting women's lives will counteract gender imbalances, domestic violence, and sexual harassment.
- Nutrition education will ensure women eat socially forbidden and diversified foods.
- SRHR and family planning education and linkages to points of services will enhance women's autonomy to dialogue with their partners and decision-making on their sexual health.
- Use of ATT and value addition will reduce on the menial work women do in farming and postharvest management.
- The Coop participation and collective marketing of produce will ensure that women directly control income from their farm produce.
- Zero-tolerance for sexual exploitation and abuse will ensure that the project respect women and girls.

### 6.5.2 Inclusion

#### **To what extent does the objective take into account inclusion aspects?**

- Participatory selection of beneficiaries (a Do No Harm approach) will provide room for persons with special needs (PSNs - child-headed households, elderly, persons with disabilities, persons living with HIV/AIDS, etc.) to be selected and participate in project activities.
- Awareness on social inclusion of Persons with Special Needs (PSN) and highly vulnerable categories should be conducted and prioritized in beneficiary selection – especially widows, the elderly taking care of infants, teenage mothers, women in polygamous marriages and patience with underlying conditions.
- Peer trainers will include women so that women-to-women learning is promoted.
- Zero-tolerance for sexual exploitation and abuse.

### 6.5.3 Sexual and reproductive health and rights

#### **To what extent does the objective take into account SRHR aspects?**

- Awareness creation including by health personnel and religious and traditional leaders will increase the channel of communication outreach and present a harmonized position and protracted efforts to improve family planning
- Training senior female and male teachers will ensure that young people in school have access to education
- Health services outreaches will provide easy access to contraceptives in safe and private places
- Community dialogue will promote open talk on the challenges of large family sizes and the need to uptake services

### 6.5.4 Disaster risk reduction

#### **To what extent does the objective take into account DRR?**

To address the major health disaster risks, the project has to undertake:

- Health precaution measures e.g. distribution and use of mosquito nets against malaria and WASH facilities against cholera outbreaks and COVID-19 PPE kits to ensure compliance with SOPs. This should be complemented by working closely with VHTs to ensure that awareness and education influence better uptake behaviors.
- Provision of gumboots for occupational health and safety equipment.
- Health and medical insurance system for project staff.
- Working with LECs to ensure community environment bye-law enforcement against bush fires and stray animals that destroy crops especially in dry seasons.
- Provision of kitchen garden vegetable seeds together with training in local seed production and safe nutrition and WASH will enable families have all year-round vegetable production and consumption hence micronutrient access.

### 6.5.5 Conflict sensitivity

#### **To what extent does the objective take into account conflict-sensitive aspects?**

Conflict sensitivity is seen as a cross cutting issue across the intervention in the way the project is managed and implemented from start to finish. This is because using a conflict sensitive approach means understanding and analysing the local conflict contexts, understanding the two-way interaction between the project and the context, and being able to adapt the project in order to avoid, mitigate and manage harm, avoid exacerbating divisions and maximize the positive contribution the

project makes. Through regular monitoring, evolving context and the needs of the community to ensure that the activities are meeting people's needs and adaptations are being made will be assessed.

When conflicting needs arise, the project team will make every effort to find a balance between needs and priorities. When challenges arise, the team will meet with the communities to discuss possible solutions and to agree on the path forward. In some cases, the conflicting needs might provide learning opportunities for target groups to come together to resolve the issue through dialogue and understanding.

#### 6.5.6 Human rights-based aspects

To what extent does the objective take into account human rights-based aspects?

The project acknowledges that rural communities have a right to decent livelihoods; they need the means (skills, capital, policy, and network) to claim that right; they must be active participants in the policy and project management processes; and they need accountability (from duty bearers). These facets are integrated as below:

- applying all rights – covers the rights to food, income, decent job, and a clean environment that are integral component of the project.
- Participation and access to decision-making process – the project uses a community-based, participatory approach that involves the targeted beneficiaries actively in the various project management.
- Non-discrimination and equal access – beneficiary selection will provide room for all people to be eligible to participate. Persons with special needs (PSN) (e.g., people living with HIV/AIDS and disabilities) and women who face stigma and discrimination will be included.
- Accountability - Through routine review, beneficiaries will conduct self-monitoring of their progress and hold their leaders accountable. Routinely, they will also participate in external monitoring visits and learning events where they will share with district leaders.
- Transparency and access to information – through joint planning, participatory review, and joint monitoring, the project will keep beneficiaries informed of every step of action – funds, outputs, challenges and solutions.
- Zero-tolerance for sexual exploitation and abuse. Finally, PSEA should also considered during monitoring by local government officials, board, and management. AFARD's Human Resource Policy considers this once confirmed as a grave offence that warrants summary dismissal and court actions.



## 7 CONCLUSIONS AND SPECIFIC RECOMMENDATIONS

The feasibility study using a mix-method approach triangulated various views to identify, confirm and suggest ways and means for improving the ideation phase of the project during the detailed proposal development as below.

- **Design:** Although concept notes are relatively constrained by page limit sizes follow-up discussions with both AWO and AFARD staff revealed that:
  - The project idea was hatched participatorily basing on realities of lives in the targeted communities with the onset of COVID-19. The approach adopted also hinged on critical lessons learned from the previous ADH and ongoing BMZ-funded project in Yumbe.
  - The targeted areas for implementation were finally agreed by district officials of Nebbi and Pakwach as Nyaravur and Alwi sub counties respectively. This was based on both the current level of poverty and environmental degradation given the nature-based livelihoods of the population and market forces from emerging urban centres.
  - The proposed 15 Production and Marketing Committees are not standalone civil society structures in themselves. Rather, they are CSCG support systems charged with facilitating marketing functions. These committees have similar structures like poultry paravets, agroecology lead farmers and VSLA mentors who will support CSCG members with improved poultry, agronomic and savings business management.
  - Since the log frame was filled with regional data, the project at the onset is advised to conduct a beneficiary-based baseline study to ably gauge its starting situation in the beneficiary households (and realistically recast its expected change).
  - Although the project had planned to recruit only 03 full time staff (02 Project Officers (POs) and 01 Project Coordinator (PC)), we recommend that 04 staffs are recruited – the 01 PC with Cooperative and business development bias and 03 POs specifically for Sustainable agriculture; Natural resources management, and Community health in order to improve supervision, timely delivery and reporting. These staffs should be provided the necessary logistics. In addition, to improve on coordination, travels, small input distribution, a vehicle (double cabin pick-up) to be procured.
  - Sustainable agricultural intensification of diversified crops with local poultry and fruit trees be pursued concurrently. This will not only improve soil health; it will increase food availability and diversity as well as widen household income streams in ways that propel home-based risk insurance systems. Should one crop fail - as is the norm with adverse weather conditions in the areas - households have fall back positions.
  - The selected partner is fit-for-purpose. AFARD has the requisite project management skills and experience of managing such projects before. It is able to manage the project funds and has a strong control system. In addition, it accumulated many years of experience in managing climate change adaptation and mitigation livelihood programmes, both alone and in consortium. However, potential capacity building areas to improve its effectiveness are in securing a car for the project, hiring specialised staff to avoid reliance on local government officials and investment in digital M+E system.
- **Development issue and challenge:** Although the concept note integrated the economic, climate and health shocks into climate change, environment degradation, food insecurity and COVID-19 as key challenges, the study found that the cardinal development issue is the high level of food, nutrition, and income insecurity among vulnerable smallholder farmers. This development challenge is caused synergistically by poor farming practices, lack of knowledge on safe nutrition, limited livelihood diversification, large family sizes, climate change and environment degradation, and limited access to government extension services. The intricate forward and backward linkages between these causes thus calls for a bundled and multiple-angled intervention strategy.
- **Strategies:** To effectively address the development challenge, the feasibility study recommends a 4+-pronged approach, which includes: 1) sustainable agricultural intensification for improving agricultural production and productivity; 2) livelihood diversification for increased household income sources; 3) community health to address the high disaster risk reduction issues inherent from climate change (high vector-borne diseases); 4) environment and biodiversity conservation to increase forest cover and biodiversity restoration; and as a cross-cutting focus, knowledge generation and advocacy to ensure that lessons learnt from this innovative Climate Action Model Village approach is documented, shared and upscaled.



- **Results and indicators:** As a result of the modification of the development issue and intervention strategy, we also recommend a revision of the proposed log frame that is aligned to the project result map (see figure 3 and annex 7 and 8 for more details).
- **Target groups:** The proposed target groups - vulnerable smallholder farmers, local government officials, religious and traditional institutions, school communities and AFARD staff – are suitable for the implementation of the project. The number is also cost efficient when compared against current government programmes. However, the 60% women and at least 10% PWD target has to be maintained in beneficiary selected to achieve gender equality and inclusion. In addition, to ensure that highly vulnerable and/or disadvantaged people benefit from the intervention, priorities should be given to: widows, the elderly taking care of infants, teenage mothers, women in polygamous marriages, child-headed households, single mothers, persons with disabilities/HIV, and patients with underlying conditions. These are the categories of people the various stakeholders viewed as severely affected by the food, nutrition, and income insecurity.
- **Other stakeholders and actors and synergies:** While sections 6.3.4 and 6.3.5 provide some key stakeholders and actors, in order to build synergies, active engagement of even the target groups (local government officials, traditional institutions, schools and AFARD) provides a wider intermediary opportunity for the project to reach out to other non-targeted households and villages. This is because these actors have wider geographical outreach beyond the targeted project sub counties. In addition, potential collaboration exists with line government ministries/local governments and especially DANIDA in areas of skills, compliance adherence to community byelaws, and sourcing of quality inputs for timely delivery. In addition, existing local institutions such as village health teams, local environment committees, and village councils will play a key role in supporting implementation since they already have government policies and guidelines and reporting channels regarding their work.
- **The measures and activities to implement:** These were found are consistent with the anticipated results with some modifications as below:
  - Integrating mindset change as the driver for CSCG formation and behavior change training, education, awareness and dialogues
  - Ensuring timely delivery of agro-inputs so that farmers can optimize use weather variability.
  - Working closely with community-based VHTs for community education and awareness campaigns
  - Focusing SRHR to schools and family planning for CSCG members. In facilitating family planning uptake, emphasis should be put on family and community dialogues involving cultural and religious leaders and spouses. Equally, collaboration should be built with the Catholic and Protestant churches to promote natural family planning and provide interested beneficiaries with moon beads
  - Support the targeted villages to develop and enforce community-based byelaws on community health (WASH) and environment conservation (bush burning, tree growing, etc).
  - Support schools to upscale school green clubs using inputs and training on environment conservation and climate resilience so that in their School Health and Environment Clubs they execute both health behaviour change and environment conservation activities. The Club leaders as well as the Senior Male/Female teachers should be provided with skills training and coaching as well as linkages to line local government departments.
  - Mainstream disaster risk reduction under community health and focus on disease vector control mechanisms while working closely with CSCG structures as well as VHTs and LECs to ensure adoption and reporting.
- **An adequate monitoring and progress review:** The proposed monitoring mechanisms is comprehensive and annex 8 provides a detailed M+E framework. However, there will be need for support to AFARD in digitalizing its data management system, funds permitting.
- **Risks:** While we agree with all the anticipated risks in the concept note, we take note that the below should be addressed.
  - Political leaders may interfere with selection of beneficiaries in favor of their political supporters (**political risks**)
  - Planting trees with huge shades on borders may cause boundary conflicts between beneficiaries and non-beneficiaries (**social risk**)

- Increased household income will likely create gender-based violence and may increase the propensity to marry more wives by the men (**social** risk)

With the above recommendations, the project concept is deemed to be successful in achieving the stated results with far-reaching sustainable model villages whose strategies can be replicated using the knowledge management and learning intervention.

## Terms of Reference

### **Consultancy for Feasibility Study of BENG0 Project in Uganda Strengthening rural communities' livelihoods and resilience to climate, health, and economic shocks in Nebbi and Pakwach districts, Uganda through sustainable development and environmental protection**

Short title: Livelihoods and Resilience project (LRP)

#### **1. Introduction**

AWO International is the Workers' Welfare (Arbeiterwohlfahrt) Association for Development Cooperation and Humanitarian Action. AWO International cooperates with local NGOs in East Africa, South Asia, South East Asia, and Central America. The overall goal of AWO International's work in all these regions is to contribute to the improvement of peoples' living conditions in a sustainable manner and to enhance their own initiative.

We support people/communities to develop their own life perspectives, to gain access to necessary resources and services to improve the social participation of disadvantaged social groups such as children and adolescents, women, migrants, indigenous people and elderly or sick people. The intention is to strengthen the social structures in which people act at different levels so that they actively participate in political and social processes. In our work, we consistently proceed from a human rights approach.

AWO has been working in Uganda (East Africa Region) since 2019 implementing the BMZ-SSF funded programme "Integration, Food Safety and Nutrition" through cooperation with four local partner organizations with focus on thematic areas of livelihood development, sustainable agriculture, entrepreneurship development, peaceful co-existence, family planning, and climate change.

Currently, AWO is aiming to acquire another project under the Engagement Global – BENG0 funding title for Private Entities with the German Federal Ministry of Economic Cooperation and Development (BMZ) as the donor agency. In line with the BENG0 funding title guidelines, AWO International and its local partner the Agency For Accelerated Regional Development (AFARD) developed an accepted concept for *Strengthening rural communities' livelihoods and resilience to climate, health, and economic shocks in Nebbi and Pakwach districts, Uganda through sustainable development and environmental protection project* to be implemented between mid-2022 to 2025.

The pre-registration of the concept received an "A" prioritization from BENG0, indicating the availability of funding for the project. However, the final approval by the donor will only be granted after a full proposal is submitted that meets the expectations and standards of BENG0. The herewith tendered feasibility study will therefore, once conducted, contribute to the development of the proposal by AWO and AFARD to BENG0.

#### **2. Background of planned project**

While every fifth Ugandan (21%) lives in abject poverty<sup>27</sup>, this applied to almost every second person of the West Nile population (48%) in 2019 with a descending tendency. While 14% moved out of poverty from 2015 to 2019, 17% slipped back; 24% were chronically poor.<sup>28</sup> At this rate, the region's economic growth will need to grow at 10% a year for 30 years in order to close the income gap with the rest of Uganda.<sup>29</sup> The rate of environmental degradation is high as rural households rely on wood fuel<sup>30</sup> and charcoal burning is a lucrative-but-informal business<sup>31</sup> which led to a 2% annual loss of forest cover. Adverse climate change manifests in erratic rainfall (one reliable season a year, prolonged dry seasons, frequent floods, hailstorm, and destructive winds) with negative impacts on food production and biodiversity further lowering the already meagre productivity of subsistence farming, which 70% of

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<sup>27</sup>UBOS (2019) *Statistical Abstract 2019*. Kampala

<sup>28</sup><http://library.health.go.ug/sites/default/files/resources/UBOS%20Statistical%20Abstract%202020.pdf>

<sup>29</sup> Oxford Policy Management (2014) *Northern Uganda Economic Recovery Assessment*.

<sup>30</sup> Uganda Bureau of Statistics (2018). Uganda National Household Survey 2016/17. Kampala

<sup>31</sup><http://blog.worldagroforestry.org/index.php/2019/05/25/feature-can-we-grow-our-way-out-of-the-charcoal-crisis/>

Uganda's population rely on<sup>32</sup>. Few households (52%) have alternative income generating activities (IGA)<sup>33</sup> due to lack of entrepreneurship skills and business finance.<sup>34</sup>

AWO International and AFARD noticed with deep concern in 2020 the severe implications that the combination of the COVID-19 pandemic and climate change (CC) brought to the West Nile region, where we, since 2018, have jointly supported the population in the district Yumbe through projects financed by the German Ministry of Economic Cooperation and Development (BMZ) and the German Relief Coalition (ADH) which prompted consultations with the local government and elaboration of project concept with 4-pronged interlinked resilience building approach that greatly focuses on livelihoods strengthening.

The goal of this project is, "building resilience to climate, economic, and health shocks (like prolonged dry periods, COVID-19, and potential future crises) is increased in the East African region and beyond." through the following:

Specific objective: The population of 15 villages in Nebbi and Pakwach districts, Uganda, have reduced pressure on socio-economic and environmental systems by shifting to sustainable livelihoods and greening their environment.

Key results:

- 1) 375 vulnerable smallholder households (60% female-headed) apply climate smart agriculture and produce and consume diversified foods ensuring a healthy nutrition of all household members; direct target group is 3,190 and indirect 60,000
- 2) Fifteen Climate Smart Champion Groups (CSCGs) actively contribute to economic diversification of livelihoods and to a healthy living environment without (gender-based) violence;
- 3) Five School Health and Environment Clubs promote environment and biodiversity conservation for improved public health as well as gender equality within their families and communities; and
- 4) Ten villages have become green models for other communities in regard of climate adaptation, agro-ecology and livelihood diversification for communities in Uganda and beyond.

Critical in the implementation is the participation and strengthening of social structures to secure resilient livelihoods by promoting self-help capacities of the targeted communities, improve environment and biodiversity conservation, and safeguard health. The envisaged social structures are Climate Smart Champion Groups (15), Production and Marketing Committees (15), Producer Cooperative (01), and School Health and Environment Clubs (05).

The project is expected to run from mid-2022 until end of 2025 and will address cross cutting issues including Gender Equality, Inclusion (PWD), Sexual and Reproductive Health and Rights, and Covid-19 Prevention. During the implementation of the 4-pronged resilience building approach the project will ensure capacity development, advocacy and knowledge management to ensure sharing of the best practices, change stories and learning from the project.

### 3. Purpose, Objective and Use of the feasibility study

The purpose of feasibility studies is to provide the AWO International and AFARD with a sound basis for the further development of the project concept into a full proposal by clarifying the prerequisites, opportunities and risks through systematically checking the extent to which the project's approach can plausibly achieve the planned changes.

The objectives of the feasibility study are as follows:

- 1) An independent assessment of the project context (macro-, meso-, and micro level) including existing organizational structures (institutions, networks, umbrella organizations, etc.) in view of the key challenges the project seeks to address;
- 2) An independent assessment of the likelihood to achieve the planned results with the proposed strategy, outputs, partner capacity, etc;
- 3) Recommendations for the further development and adjustments of the proposed project with due attention to:

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<sup>32</sup> Only 10% of farmers use improved seeds (Ferris, S., and R. Laker-Ojok. 2006. "Growth Prospects for Services within Selected Agricultural Sectors in Uganda." International Centre for Tropical Agriculture.). As prices for these are high and the level of fake inputs is so too (Svensson et al, (2014). 'The market for (fake) agricultural inputs' Summary of Results, IGC). Post-harvest losses range between 20% and 40% (Abi ZARDI, 2016). And less than 4% of smallholder farmers have access to agricultural and veterinary extension services (UBOS (2017) Uganda National Household Survey 2016/17. Kampala).

<sup>33</sup> UBOS (2018) UNHS 2016/17 Report. Kampala. This figure is 26% for Uganda.

<sup>34</sup> EPRC and MoFPED (2019) Agricultural Financial Yearbook, 2019. Kampala

- a) all aspects of the project concept including the results, targets and indicators, the target groups, stakeholders and other actors, and measures and activities to implement;
- b) an adequate monitoring and progress review; and
- c) opportunities, synergies and risks.

The main users of the results of the study are AWO International and AFARD for the formulation and implementation of a realistic, efficient, impactful, and risk aware project. Meanwhile for Bengo / BMZ and interested members of the public, the study will help facilitate transparent accounting for change value for money on investment.

### 3. Methodology

The study shall be conducted in line with the Bengo / BMZ Guidelines. It will use a mixed method design approach using quantitative, qualitative and participatory methods as is indicated, but not limited to, below:

- Desk review and analysis of relevant documentation including project concept note, national policy/working papers, district development plans, and relevant project reports (including what AWO International and AFARD are executing in the region);
- Field mission for data collection, as far as the Corona-Situation allows, using agreed upon tools with the different proposed project stakeholders;
- Data triangulation and analysis for report elaboration.

During the inception phase, the final methodology will be defined jointly by the Consultants and the team of AWO International and AFARD. Dialogue and Transparency is considered important throughout the process to create ownership and stimulate acceptance and application of the study results.

**Note:** Point to note is that during the preparation of the feasibility study, there will be a possibility of changes to these ToR directly from Bengo that will need to be adopted by the consultant for conducting the field mission.

### 4. Scope of Work

#### 4.1.1. Focus of the study

The feasibility study will be conducted in Pakwach and Nebbi districts, West Nile, Uganda. It will run from January 24, 2022 – March 3, 2022 and will cover all the stakeholders listed in the concept note (smallholder farmers, local government officials, cultural, opinion and religious leaders, school teachers, pupils, parents, and management committee members, and national actors – relevant ministries, NGOs, and universities). As a guide to the main proposal elaboration, the study will cover all key questions (see guiding questions below), use the OECD DAC guidelines (<http://www.oecd.org/dac/evaluation/49756382.pdf>) and give feedback and clear recommendations for adjustments on:

- 1) all aspects of the project concept including the results, targets and indicators, the target groups, stakeholders and other actors, and measures and activities to implement;
- 2) an adequate monitoring and progress review;
- and 3) opportunities, synergies and risks.

#### 4.1.2. Guiding questions

The study shall analyze the project concept within the below guiding questions that must all be answered:

##### 1. Initial situation and problem analysis (on macro-, meso-, micro-level)

- What is the (initial) socio-economic, political, cultural, health situations in the project districts?
- What problems have been identified? What are their causes and effects on the living situation of the target groups?
- What needs derive from the problem analysis? How has this been determined?
- What is the background and history of the planned project and its impact logic? How was the idea identified and who imitated the first steps?
- Are there alternatives to the planned project or its subcomponents?

##### 2. Project executing agency in the partner country (local partner organization)

- What stakes, skills and experience (institutional, technical, personnel, financial capacities) does AFARD have for the effective implementation of the project?
- What stake/ownership skills and experience are missing and how can this capacity be strengthened?
- What is the relationship between the local partners and the target group and other actors (legitimacy)?

- Are there any convergences or conflicts of interest? How can the interaction be improved?

### **3. Target groups and other actors (at micro, meso and macro levels)**

- What is the composition of the respective target groups? Analyze the target groups based on factors such as selection, How are do-no-harm aspects taken into account?
- What is the role of the target groups in the social context, their specific needs and how they can be addressed? What conflicts of interest might arise as a result of the funding vis-à-vis other not participating population groups?
- What are the capacities of the target groups, especially in terms of self-initiative, self-help and local problem-solving? How can these be strengthened and utilized in the project?
- Who are important government and non-government actors in the sector and beyond, the government's development strategies and how is the project aligned?
- What are the interests of actors and stakeholder, and is there a potential conflict of interest? What other projects are being implemented in the sector or area the actors are involved in? How far are they considered in the project conception?
- How strong is the support from the different actors and stakeholder for the project? Are there already agreements between stakeholders/actors?

### **4. Evaluation of the planned project according to OECD DAC criteria (<http://www.oecd.org/dac/evaluation/49756382.pdf>)**

#### **a) Relevance:**

- Does the planned project approach address an important development problem and strategies in the partner country or region?
- Is the planned project addressing the needs of the target groups?
- What concrete changes are expected to occur in result of the project at the end of the project period?

#### **b) Effectiveness:**

- Are the planned activities and the chosen methods appropriate to achieve the project objective? What activities at meso and/or macro level (multi-level approach) are to be envisaged to enhance sustainability?
- How far are synergies with measures of other donors or projects used?
- What additional or other measures does the study recommend to achieve the objectives?
- What impact logic/hypotheses should the project be based on? Who reviews the impact, when and at what intervals; how is change measured? (Impact monitoring)

#### **c) Efficiency:**

- To what extent can the planned measures be implemented with the available resources (financial, structural and human resources) in the forecasted period of time? Can the desired effects be achieved applying economic principles; e.g. cost-benefit ratio? On what basis is the assessment made?

#### **d) Significance/overarching developmental impact:**

- Which objectives and impacts deriving from the problem/needs analysis are to be achieved for which target group? And how will the overall planned project contribute to the achievement of overarching developmental impacts?
- To what extent does the planned project build and strengthen structures, have a model character and is broadly effective? Does a multi-level approach (micro, meso, and macro) lend itself to increasing significance and effectiveness?
- To what extent does the objective take into account gender-sensitive, inclusive, culture- and conflict-sensitive, and human rights-based aspects?

#### **e) Sustainability:**

- How can the sustainability of the results and positive impacts be ensured and further strengthened (structurally, economically, socially, and ecologically) after project completion (without further external funding)? What measures and instruments are best suited to utilize and strengthen local initiative, participation and capacity?
- What negative consequences and effects could the project cause? To what extent can this be taken into account in the project concept (e.g. do-no-harm approach, conflict-sensitive impact monitoring, etc.)?

- What risks (personnel risks for implementers, institutional and reputational risks, and contextual risks) does project implementation face that also affect sustainability, and how can they be minimized?

## 5. Recommendations:

- Based on the main findings (1-4 above), what concrete suggestions can be made for the project concept in the specific context?
- Which components, if any, are missing in the project concept to sustainably achieve the planned objectives?
- Which planned components are rather unsuitable and for which reasons?
- Do the assumptions on impacts and sustainability on which the project concept is based seem plausible and sustainable for the project concept; how should they be adapted, if necessary?
- Which fields of observation are suitable for developing qualitative and quantitative indicators that measure the changes for the target group and are SMART? Which findings and data from the study are recommended as a baseline to be incorporated into the project logic (impact matrix or logical frame work)?

## 5. Schedule

Indicative activities	Deliverable	Responsible Person/s	Target Date
a) Issuance of Call for proposal	Publishing of TOR	AWO	December 16, 2021
b) Deadline for submission of proposal	Proposal	Potential consultants	January 9, 2022
c) Assessment of proposal	Review and online interviews	AWO	January 10-13, 2022
d) Notification of award with selected applicant	Via email	AWO	January 14, 2022
e) Signing of Contract	Contract	AWO	January 14, 2022
f) Kick-off Meeting	Online meeting	AWO, AFARD and Consultant/s	January 18, 2022
g) Submission of Inception Report	Inception report	Consultant/s	January 21, 2022
h) Discussion of Inception report and agreement in tools, timelines, etc	Online meeting	AWO/AFARD/ Consultant/s	January 24, 2022
i) Field mission for data collection	Field mission Pakwach and Nebbi	Consultant/s	January 27, 2022 – February 11, 2022
j) Submission of draft report	Draft report	Consultant/s	February 18, 2022
k) Presenting and discussing results and participatory revising proposal documents (esp. logframe)	Draft report to be presented and discussed with AWO/AFARD during planning workshop	Consultant/s	February 21 & 22, 2022
l) Submission of final report	Final report	Consultant/s	March 7, 2022

## 6. Assignment days

### 37 days

- 7 days for preparation incl. writing inception report and conducting Q&A session with AWO Uganda & AFARD
- 14 days for implementation at field level including travels
- 5 days for elaborating draft report and power point presentation for workshop with AWO Uganda
- 2 days for the workshop
- 9 days for elaboration of final report

## 7. List of documents that will be provided by AWO International

- Project concept, social structure approach, preliminary log-frame, and draft budget
- Contact Details for Country Office and AFARD the Partner Organization
- List of key relevant documents / references
- Other documents upon request as far as applicable

## 8. Deliverables to be elaborated

- Inception Report with the feasibility study design and methodology, analysis methods, data collection instruments (incl. checklists and questionnaires)



- Kick-Off Meeting with Power Point Presentations to discuss/review the Inception Report
- Draft feasibility study report for review and feedback. This will be no more than 30 pages excluding annexes
- Present and discuss findings at the planning workshop based on a Power Point Presentation involving both AWO and AFARD
- Final feasibility study report in English including annexes, data sheets and relevant documents

#### Requirements:

- The Reports shall be submitted in English language as a word and pdf-document
- The feasibility study (draft and final) report must include the following contents:
  6. A statement on the independence of the experts who conducted the study;
  7. an executive summary;
  8. The purpose and objectives of the study;
  9. information on the study team (e.g., CVs) and on the services provided;
  10. information on the methodology used and the participants;
  11. a description of the data collected and an analysis (context, capacities of the project of the project executing agency, project-relevant needs of the target group, other actors, etc.),
  12. a section on the DAC criteria-based analysis/evaluation;
  13. conclusions and specific recommendations on the project concept. On the basis of the analysis, the study should give feedback and clear recommendations for adjustments on: 1) all aspects of the project concept including the results, targets and indicators, the target groups, stakeholders and other actors, and measures and activities to implement; 2) an adequate monitoring and progress review; and 3) opportunities, synergies and risks.

If the study deliverables do not comply with the requirements, they will be rejected.

### 9. Profile of the feasibility study team

- A team of two independent Ugandan consultants or a firm with mandatory working expertise in: Rural livelihoods, environment conservation, climate change adaptation, project cycle management, results-based management, DAC criteria for evaluating development assistance.
- Considered as an additional asset is experience in: disaster risk reduction, adolescent and community preventive health, sexual and reproductive health and rights.

Working experience needs to be reflected clearly in the CV of the offered team.

- Required is also profound knowledge of the Pakwach and Nebbi districts and fluency in English.
- A minimum of a Master's degree in a relevant field e.g., Agriculture, Environmental Science, Rural livelihoods, Development and a minimum of 10 years working experience in a relevant field – evaluations, project management, a.o..
- All Consultants are responsible for the professional implementation of the feasibility study and for adhering to the minimum Covid-19 preventive measures as per government guidelines during meetings and field implementation (masks, sanitizer, social distancing, etc).
- Clear description of the different roles and tasks of the team and a statement of independency of the feasibility study team needs to be submitted with the technical proposal

### 10. Payment modalities

Payments will be made against invoices in UGX to a Ugandan bank account with the following modalities:

- 30% upon signing the contract
- 40% upon completing the implementation/field phase upon submitting the draft feasibility report
- 30% upon approval of the feasibility study report and submission of the overall powerpoint presentation.

### 11. Application

Interested persons shall send their **technical and financial proposal** (indicating the full gross amount of their compatible consultancy fee in Ugandan Shillings as a lump sum figure covering a) fees, b) travel expenditures for the field mission and the planning workshop which will be conducted in Kampala, if applicable and c) other costs, only if reasonably justified), to [mail-ea@awointernational.de](mailto:mail-ea@awointernational.de)

The technical proposal may not exceed four pages (Arial, 10) and must cover the **methodological proposal and clear descriptions of** (1) technical, methodological, organizational and other capacities of relevance; (2) composition of the expert team including division of roles and tasks for all team



members; and (3) statement of independence for all consultants. **The curriculum vitae can be annexed.**

**Submission** to AWO International Uganda until **January 9, 2022**, COB to mail-  
ea@awointernational.de

Proposals will be assessed taking into account the technical expertise, working experience of the team conducting the study and financial offer.

AWO International encourages women to apply.

The selected candidate will be contacted within the following week after submission and the contract aimed to be closed by **January 14, 2022**.

**Hannington Jawoko Odongo**  
**(Ph.D. Student and Lecturer; Mbarara University of Science and Technology-Uganda)**

P. O. Box 257, Nebbi, Uganda

Mobile: +256 772 589 499, Email: [odongojawoko@gmail.com](mailto:odongojawoko@gmail.com); **Nationality:** Ugandan

#### **INDEPENDENT ACADEMIC AND DEVELOPMENT MANAGEMENT CONSULTANT**

**MSc.** (Development Planning and Management – Kwame Nkrumah University of Science and Technology, Ghana and Technical University of Dortmund, Germany); **BSc** (Agriculture – Makerere University, Uganda)

#### **Specialization**

*Agriculture and Livelihoods, Gender, Development Planning and Management, Public Policy Analysis, Local Governance, Monitoring & Evaluation, Academic Research; and Resource Mobilization*

#### **On the job trainings**

*Modeling for Development Policy Analysis, Quantitative Methods for Policy Analysis, Statistical Methods and Computer Applications in Research with emphasis on STATA and SPSS packages, Information Competence and Management, Demand Driven Extension Service Approach; Agriculture and Environment Planning and Management; Crisis Prevention, Conflict Management and Development Planning; Environmental Planning; Participatory Rural Appraisal Methodology; and Research Methodology.*

#### **SUMMARY**

I have 23 years of professional experience in University Teaching and Research, Development Planning and Management, Living Income Studies, Baseline Studies, Evaluation and Agricultural Livelihood Support in Communities in private sector organizations, local government, the academia and NGO sectors during which I participated in research and development projects as well as consultancies financed by agencies like Operation Wealth Creation (OWC), NUFFIC, CRS, SNV, USAID, Plan International Uganda, Send A Cow, National Agricultural Advisory Services (NAADS), Caritas Uganda, We Effect and Gorta-Self Help Africa, among others. I am conversant with academic and development research in agricultural livelihoods and development project planning and management. I also have extensive consultancy engagements in feasibility studies, baseline studies, and monitoring and evaluation

#### **MEMBERSHIP IN PROFESSIONAL SOCIETIES & ORGANISATIONS**

SPRING International Association of Development Planners-SIADP (registered member); registered member and chairperson of SIADP; Uganda chapter and registered member of Federation of Ugandan Farmers

#### **EMPLOYMENT HISTORY**

1998-99: Resource Centre Manager, COVOL Uganda  
 1999-01: Quality Control Inspector, Olam Uganda  
 2001-06: Extension Officer, Nebbi District Local Government  
 2007-08: NAADS Coordinator, Nebbi District Local Government  
 2009-To Date: Visiting Lecturer, Part-Time Lecturer, Full-Time Lecturer and Head of Department, Mbarara University of Science and Technology  
 2010-To Date: Chief Executive Officer and Consultant, Partnership for Development Capacity Consult (PDCC) Limited

## FRED ONYAI

(Ph.D. Student in Environment and Climate Change, Atlantic International University (AIU),  
USA, Monitoring and Evaluation Manager at National Environment Management Authority  
(NEMA), Uganda

P. O. Box 9766, Kampala, Uganda

Mobile: +256 772 517 303, Email: [fredonyai2012@gmail.com](mailto:fredonyai2012@gmail.com); Nationality: Ugandan

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### INDEPENDENT ENVIRONMENT AND SUSTAINABLE DEVELOPMENT CONSULTANT

**MA.** (Development Studies, Uganda Martyrs' University, Nkonzi, Uganda); **PGD** (Environment Management and Sustainable Development, Maastricht School of Management, Netherlands); **PGD** (Monitoring and Evaluation, Uganda Management Institute), **PGC** (Monitoring and Evaluation in the Public Sector, University of Free State, South Africa); and **BA** (Geography – Makerere University, Kampala, Uganda)

### Specialization

Environment Management and Sustainable Development, Climate Change Management,  
Development Management, Monitoring and Evaluation

### On the job trainings

Project design, planning, implementation, monitoring and evaluation; Public policy planning and analysis; Environmental planning and reporting; Environment and Social Impact Assessment; Environmental Audit; Climate Transparency and the Enhanced Transparency Framework (ETF); Aligning the Petroleum Sector with Climate, Energy and National Development Goals; Climate change and energy transition for oil and gas producing countries; Strategic planning and Results-Based Monitoring and Evaluation; Corporate Governance and Results-Based policy performance management; System of Environmental and Economic Accounting (SEEA); Institutional capacity strengthening in environmental and social safeguards management; Training on No Net Loss for People and Biodiversity; International negotiations skills; Transformational Development Approach; Green economy and environment protection; Climate change adaptation and mitigation; Scenario analysis in the development of Nationally Appropriate Mitigation Actions (NAMAs) for effective climate change management; Training of Trainers (TOT) in Monitoring and Evaluation; Impact Evaluation; Human Rights- Based Approach to Development Management; Designing of Nationally Appropriate Mitigation Actions (NAMAs); Low Carbon Green Growth; Results-Based Management, Implementation and Performance Indicators; Monitoring and Evaluation in the Public Sector; Economic valuation methods, among others.

### SUMMARY OF WORK EXPERIENCE AND KEY ACHIEVEMENTS

I have 26 years of professional experience of which I spent 13 years in Nebbi District Local Government facilitating urban planning and development, decentralized environment and natural resources management, development planning, and implementation of sector/national policies, plans, programs and projects. For the last 13 years I have been facilitating the designing, implementation monitoring and evaluation and review of policies, plans, programs, projects and organizational efficiency and effectiveness in relation to environment and natural resources, biodiversity conservation, chemicals management, and climate change at national level at the National Environment Management Authority (NEMA) with focus on environmental sustainability in development processes and climate resilience (sustainable development). This involved participation in multilateral environmental agreements (Conventions on biological diversity and climate change), Rio+20, Agenda 2030 and Sustainable Development Goals (SDGs). Furthermore, I am part of the International Peer Reviewers for National Biodiversity Strategies and Action Plans (NBSAPs).

### EMPLOYMENT HISTORY

2014 to date: Monitoring and Evaluation Manager, National Environment Management Authority (NEMA), Uganda.  
2008-2014 Monitoring and Evaluation Specialist, NEMA, Uganda  
2005-2008: Ag. District Natural Resources Officer, Nebbi District Local Government  
1998-2005: District Environment Officer, Nebbi District Local Government  
1999-2000 Ag. District Planner, Nebbi District Local Government  
1995-1999 District Urban Planning and Development Officer, Nebbi District

### MEMBERSHIP IN PROFESSIONAL SOCIETIES & ORGANISATIONS

Uganda Evaluation Association (UEA), and Uganda Red Cross Society.

Annex 3: Feasibility Study Work plan

Day/Date/Time	Morning		Afternoon	
	8.30 – 9.30 AM	11 AM – 12 PM	2.30 – 3.30 PM	4 – 5 PM
Wednesday, January 26 <sup>th</sup>	Train RAs and Conduct pre-testing of data collection tools	Deploy Research Assistants	Printing of data collection tools	
Thursday, January 27 <sup>th</sup>	Hold entry meeting and KII with AFARD staff	KII with Nebbi DLG officials	KII with private sector in Nebbi town	KII with officials in Nyaravur sub county
Friday, January 28 <sup>th</sup>	KII with traditional leaders in Nyaravur sub county	KII and FGD with primary schools in Nyaravur s/c	KII with secondary school and TVET in Nyaravur s/c	FGD with parents and smallholder farmer groups in Nyaravur s/c
Saturday, January 29 <sup>th</sup>	FGDs with parents and smallholder farmer group in Kucwiny s/c		KII with traditional leaders in Kucwiny sub county	
Sunday, January 30 <sup>th</sup>	Document review and Transcription			
Monday, January 31 <sup>st</sup>	KII and FGD with primary schools in Kucwiny s/c	KII with officials in Kucwiny sub county	KII with secondary school and TVET in Kucwiny s/c	FGD with parents and smallholder farmer groups in Kucwiny s/c
Tuesday, February 1 <sup>st</sup>	KII with MUNI university	KII with NGOs in Nebbi	KII with traditional leaders in Kucwiny sub county	FGD with parents and smallholder farmer groups in Parombo s/c
Wednesday, February 2 <sup>nd</sup>		KII with private sector in Nyaravur town	FGD with parents and smallholder farmer groups in Parombo s/c	
Thursday, February 3 <sup>rd</sup>	KII and FGD with primary schools in Parombo s/c	KII with officials in Parombo sub county	KII with secondary school and TVET in Parombo s/c	KII with traditional leaders in Parombo sub county
Friday, February 4 <sup>th</sup>	KII with Pakwach DLG officials	KII with private sector in Pakwach town	KII with officials in NGOs and CBOs in Pakwach town	
Saturday, February 5 <sup>th</sup>	FGDs with parents and smallholder farmer group in Alwi s/c		KII with traditional leaders in Alwi sub county	
Sunday, February 6 <sup>th</sup>	Document review and Transcription			
Monday, February 7 <sup>th</sup>	KII and FGD with primary schools in Alwi s/c	KII with officials in Alwi sub county	KII with secondary school and TVET in Alwi s/c	KII with traditional leaders in Alwi sub county
Tuesday, February 8 <sup>th</sup>	KII and FGD with primary schools in Pakwach s/c	KII with officials in Pakwach sub county	KII with secondary school and TVET in Pakwach s/c	KII with traditional leaders in Pakwach sub county
Wednesday, February 9 <sup>th</sup>	FGDs with parents and smallholder farmer group in Pakwach s/c	KII with traditional leaders in Pakwach sub county	KII with officials in Panyango sub county	FGDs with parents and smallholder farmer group in Panyango s/c
Thursday February 10 <sup>th</sup>	KII and FGD with primary schools in Panyango s/c	KII with secondary school and TVET in Panyango s/c	KII with traditional leaders in Panyango sub county	
Fri-Sun, February 11 <sup>th</sup> -13 <sup>th</sup>	Transcription, data organization and analysis			

Mon, February 14 <sup>th</sup>	KII with climate change department, Ministry of Water and Environment, Kampala Draft report writing
Tuesday, February 15 <sup>th</sup>	KII with Ministry of Agriculture Animal Industry and Fisheries, Entebbe Draft report writing
Wed-Thur, February 16 <sup>th</sup> -17 <sup>th</sup>	Transcription, report writing and internal reviews
Friday February 18 <sup>th</sup>	On-line KII with AWO International Uganda, Kampala (2-4PM) Finalizing report writing and internal discussions and review of draft reports
Saturday, February 19 <sup>th</sup>	Finalizing report writing and internal discussions and review of draft reports
Sunday, February 20 <sup>th</sup>	Submission of draft report to AWO International Uganda
Mon-Wed, February 21 <sup>st</sup> -23 <sup>rd</sup>	Presentation of draft report and planning workshop
Monday, March 7 <sup>th</sup>	Submission of Final Report

#### 4 List of Research Assistants and the Sub Counties

District	Sub County	Research Assistant
Nebbi	Nyaravur	Samuel Ocaki and Christine Tinkendu
	Kucwiny	Khemis Pimundu
	Parombo	Andrew Onwang/ Faith Atimango
Pakwach	Alwi	Wilfred Cwinya-ai
	Pakwach	Raymond Owacgiu/Sharon Afoyorwoth
	Panyango	Charles Ayikanying and Cosmas Okethwengu
Total	6	6

#### Mapping of Consultants and Research Assistants

Nebbi District		Pakwach District	
District Level	Sub-county level	District Level	Sub-county level
KII with DLG Officials (Fred)	Local Leaders (Fred &RA1)	DLG Officials (Hannington)	Local Leaders (Hannington &RA6)
KII with Partners (RA1, RA2, RA3)	Sub-county Officials (Fred&RA4)	Partners (RA6, RA7, RA8)	Sub-county Officials (Fred&RA7)
KII with Private sector (RA 4& RA5)	Focus Group Discussion - Primary School (RA3 &RA5))	Private sector (RA 9& RA10)	Focus Group Discussion - Primary School (RA8 &RA9))
KII with University (Fred &Hannington)	Focus Group Discussion (RA1&RA2)		Focus Group Discussion (RA6&RA10)
KII with AFARD (Fred &Hannington)	KII with the school community (Fred)		KII with the school community (Hannington)
	KII with sub-county officials (Fred)		KII with sub-county officials (Hannington)
	KKI with the private sector (RA1)		KKI with the private sector (RA6)
	Focus Group Discussion - Secondary School (RA3 &RA5))		Focus Group Discussion - Secondary School (RA8&RA9)
	Focus Group=Farmers (RA1&RA2)		Focus Group=Farmers (RA6&RA7)

Annex 4: Concept Note Logframe (Before Feasibility Study – developed by AFARD and AWO)

BMZ-SSF Project: TIME LINE (GANTT CHART) FOR THE PHASE: 1st JULY 2022 - 31st DECEMBER 2022									
Organization:     Agency For Acceleated Regional Development (AFARD)					Date: 15.12.2021				
Project Name:     Strengthening rural communities' livelihoods and resilience to climate, health, and economic shocks in Nebbi and Pakwach districts, Uganda through sustainable development and environmental protection Format 2021/12/05									
Intended Impact (Overall Project Goal): The resilience to climate, economic, and health shocks (like prolonged dry periods, COVID-19, and potential future crises) is increased in the East African region and beyond.									
I:									
Results Chain Result statements for each result level	SMART Indicators Specific, Measurable, Achievable, Relevant, Time-bound	Means of Verification Basis for measuring	Risks or Assumptions Factors influencing the result achievement	Baseline Data and Yearly Targets In line with Budget/ Basis for Annual Plans					
				Baseline value	Targe t 2022	Targe t 2023	Targe t 2024	Target 2025	
PROJECT OUTCOME (only 1 per project): Please list 1 or max. 2 indicators for each of the 4 outputs. Indicators should focus on the direct benefit for beneficiaries or higher use of output level									
O1: The population of 15 villages in Nebbi and Pakwach districts, Uganda, have reduced pressure on socio-economic and environmental systems by shifting to sustainable livelihoods and greening their environment.	* O-1.1.: 50% of the directly supported households have increased food security and nutrition through climate smart agriculture	Baseline report, annual assessornt, end of project report	Weather remain stable for increased crop yield; communities communities change the cultural feeding norms						
	* O-1.2: 50% of targeted households are income secure to withstand climate, health, and economic shocks	Baseline report, annual assessornt, end of project report	Macro economy remain stable						
	* O-1.3: 10 green model villages have community food forests with dense tree covers benefiting 375 households and 5 schools	Baseline report, annual assessornt, end of project report	Communities provide free land for planting food forest woodlots and they protect their woodlots:						

	* O-1.4: Key LG and DG officers, partner organisations of AWO International in Uganda are capacitated to mainstream climate adaptation for a green recovery	Baseline report, annual assessment, end of project report	Targeted stakeholders are willing to adopt green practices					
<b>OUTPUT 1: CLIMATE SMART AND SUSTAINABLE AGRICULTURAL INTENSIFICATION</b>								
<b>OP-1.1: 375 vulnerable smallholder households (60% female-headed) apply climate smart agriculture and produce and consume diversified foods ensuring a healthy nutrition of all household members.</b>	* OP-1.1.1: 75 % of targeted households adopted good agricultural and climate smart practices	Baseline report, annual assessment, end of project report	Start-up inputs are provided together with skills training					
	* OP-1.1.2: 85% of targeted households grow at least 02 diversified crops and rear livestock	Baseline report, annual assessment, end of project report	Quality seeds and planting materials are available on the market and provided for farmers					
	* OP-1.1.3: 85% of targeted households farm at least 1 hectares of land annually	Baseline report, annual assessment, end of project report	Animal traction technology is adopted in the community					
<b>KEY ACTIVITIES (in line with budget, timeline and proposal):</b> <i>Please formulate self-explanatory and/ or provide small examples in bracket. Please mention also no cost activities where no funding is involved</i>								
A-1.1: Form, register and strengthen 15 Climate Smart Champion farmer Groups (CSCGs)								
A-1.2: Select, train and equip 30 Lead Farmers (crop) and 15 poultry paravets as agroecology champions								
A-1.3: Facilitate CSCGs to develop 45 annual production calendars								
A-1.4: Provide start-up agro-inputs								
A-1.5: Provide 60 oxens, 30 ox-ploughs and train 75 oxen handlers in Animal traction technology								
A-1.6: Provide 30 Ox planters and 15 Ox-carts								
A-1.7: Conduct 315 training sessions in climate smart agriculture and digital weather forecasting								

<b>OPERATIONAL DEFINITIONS: Description of used key terms <u>in project context</u> for this output area. Please shortly describe specific term (for example "climate smart agriculture") and provide examples</b>									
# Food secure households are those that: eat at least 3 meals daily; eat 7 food types weekly including vegetables and fruits; allow women and girls to eat nutritious traditionally forbidden foods, and men and boys eat green vegetables without complaints.									
# Good agricultural and climate smart practices include use of drought resistant crop varieties, correct spacing, intercropping with cover crops, organic pesticides, tree planting, and improved post harvest handling									
# Food types include any of these: i. cereals, ii. roots/tubers/plantain, iii. vegetables, iv. fruits/juices, v. pulses, vi. eggs, vii. meat, viii. dairy products, ix fish, x. oils, xi. sugar/honey and xii condiments									
# Traditionally forbidden foods include chicken, eggs, some fish (electric fish, lung fish, and elephant fish)									
# Climate resilient crops recommended for Uganda are cassava, sorghum, sweet potato and banana									
# Food forest woodlots are tree covers/woodlots planted on 1-2 acres of land with a 3-dimensional agroforestry system and a diversity of layers (canopy, shrub, herbaceous, soil cover, rhizome, and climbing) and species of trees for food, fodder, fibre, fuel, fertility, and medicinal values.									
<b>OUTPUT 2: LIVELIHOODS DIVERSIFICATION</b>									
<b>OP-2.1: Fifteen Climate Smart Champion Groups (CSCGs) actively contribute to economic diversification of livelihoods and to a healthy living environment without (gender-based) violence.</b>	* OP-2.1.1: 25% increase in women ownership of productive asset in supported households	Baseline report, annual assessment, end of project report	Families jointly formulate their family development plans that allow women to own assets;						
	* OP-2.1.2: 90% of targeted households with alternative IGA besides farming enterprises	Baseline report, annual assessment, end of project report	Members ably identify business opportunities in their communities						
	* OP-2.1.3: 85% of women in targeted households report reduction in gender-based violence	Baseline report, annual assessment, end of project report	Men know and respect the rights of women						
	* OP-2.1.4: 01 legally registered cooperative is established and engaged in value addition agribusiness	Baseline report, annual assessment, end of project report	The District Commercial Officer provides adequate support to the farmer groups						
<b>KEY ACTIVITIES (in line with budget, timeline and proposal): Please formulate self-explanatory and/ or provide small examples in bracket. Please mention also no cost activities where no funding is involved</b>									
A-2.1: Train 75 selected Lead Farmers, Paravets, and VSLA Mentors in GALS Methodology									
A-2.2: Support 375 families to develop annual Family Development Plans									



A-2.3: Conduct 180 training sessions on transformative gender								
A-2.4: Provide start up value addition inputs (15 cassava chippers, 01 processing house and 01 cassava mill)								
A-2.5: Conduct 180 training sessions in collective marketing								
A-2.6: Conduct 45 Agri Business Farmers Clinics								
A2.7: Conduct Informal business assessment study								
A-2.8: Train 30 VSLA Mentors in VSLA methodology, IGA-SPM, and financial literacy, cascade training to 15 CSCG members and provide VSLA kits and linkages to formal banks								
A-2.9: Set-up, equip and strengthen 01 producer Coop								
<b>OPERATIONAL DEFINITIONS: Description of used key terms <u>in project context</u> for this output area. Please shortly describe specific term (for example "climate smart agriculture") and provide examples</b>								
# Income security refers to asset poverty measure where a household has a net worth (financial and productive assets) able to afford a 3-month cost of living at current US\$ 1.90 (per person per day).								
# Alternative income sources include off-farm enterprises such as retail trade, selling small fish, produce not self produced								
# Gender-based violence refer to individual exposure to physical abuse, verbal abuse, sexual abuse, negligence, and denial of access to resources or community group								
# Ownership of assets include individual or joint ownership over critical assets such as land, livestock (cattle,goats, sheep, poultry), cash saved, credit taken, motor cycle, bicycle, radio/phone								
#								
<b>OUTPUT 3: ENVIRONMENT AND BIODIVERSITY CONSERVATION</b>								
<b>OP-3.1: Five School Clubs promote environment and biodiversity conservation</b>	* OP-3.1.1: 05 schools have food forest woodlots planted for biodiversity conservation	Physical observations, photographs, feedback from pupils, parents, and teachers	Schools have land for planting food forest woodlots					

for improved public health as well as gender equality within their families and communities.	* OP-3.1.2: 10 villages have food forest woodlots planted for biodiversity conservation	Physical observations, photographs, feedback from pupils, parents, and teachers	Communities provide land for planting food forest woodlots	
	* OP-3.1.3: 25% of children 11-13 years and women use at least a family planning method	Baseline report, annual assessment, end of project report	School teachers are committed to SRHR education	
	* OP-3.1.4: % of children 11-13 years old report use of safe sanitation and hygiene practices at their homes	Baseline report, annual assessment, end of project report	Parents adopt the safe practices promoted by the project	
<b>KEY ACTIVITIES (in line with budget, timeline and proposal):</b> <i>Please formulate self-explanatory and/ or provide small examples in bracket. Please mention also no cost activities where no funding is involved</i>				
A-3.1: Form 15 LECs and support them to develop and implement annual Community Environment Action Plans				
A-3.2: Provide CSCG members with 12,750 fruit, firewood, medicinal and timber tree seedlings				
A-3.3: Set-up 20 food forest woodlots with 100,000 trees of various species				
A-3.4: Provide health related kits (375 Hand Washing Facilities, 375 face masks, 375 solar lamps, 375 kitchen garden kits, & 375 vegetable solar driers)				
A-3.5: Conduct 225 sanitation, hygiene and nutrition awareness and education in CSCGs and schools				
A-3.6: Conduct 135 SRHR and family planning awareness and education to CSCG members				
A-3.7: Conduct 45 health outreaches to schools				
A-3.8: Train 15 CSCGs in improved low-cost energy saving stove making technology				
<b>OPERATIONAL DEFINITIONS: Description of used key terms in project context for this output area.</b> <i>Please shortly describe specific term (for example "climate smart agriculture") and provide examples</i>				
# Community Environment Action Plan is a plan drawn by the community to conserve their environment from degradation				
# A food forest woodlot is a 3-dimensional agroforestry system when a piece of land (1-2 acres) is planted with a diversity of layers (canopy, shrub, herbaceous, soil cover, rhizome, and climbing) and species of trees for food, fodder, fibre, fuel, fertility, and medicinal values				

# Improved low-cost energy cook stove is an adapted model of lorena cookstove made with moulds of ant-hill soil suited for local cooking practices									
#									
#									
OUTPUT 4: KNOWLEDGE MANAGEMENT FOR REPLICATION									
OP-4.1: Ten villages have become green models for other communities in regard of climate adaptation, agro-ecology and livelihood diversification for communities in Uganda and beyond.	* OP-4.1.1: No. of best practices in regard of climate adaptation, agro-ecology and livelihood diversification promoted	Baseline report, annual assessment, end of project report	Stakeholders remain willing to adopt new practices promoted by the project						
	* OP-4.1.2: No. of stakeholders engaged in promoting climate change adaptation, health and to protecting natural habitats	Stakeholders feedback	Stakeholders maintain positive attitude towards new practices promoted by the project						
	* OP-4.1.3: 36 social structures are promoting climate change adaptation, health and to protect natural habitats beyond project end	Baseline report, annual assessment, end of project report	Social structures remain cohesive in their organizations;						
KEY ACTIVITIES (in line with budget, timeline and proposal): Please formulate self-explanatory and/ or provide small examples in bracket. Please mention also no cost activities where no funding is involved									
A4.1: Conduct Living income study									
A-4.2: Conduct Local climate adaptation & mitigation strategy study									
A-4.3: Document 02 best practice/Lesson learning study									
A-4.4: Conduct 16 radio talk shows (including community outreach)									
A-4.5: Hold 02 knowledge sharing event									
A-4.6: Hold 03 annual video documentation as KML product									

<b>OPERATIONAL DEFINITIONS: Description of used key terms <u>in project context</u> for this output area. Please shortly describe specific term (for example "climate smart agriculture") and provide examples</b>
# Living income study is an assessment of living income cost needed for a basic but decent living standard for a reference size family for an area
#
#
#
#

Annex 5: Consultants' Proposed Logframe (By PDCC derived through Feasibility Study – presented at the planning workshop)

Intended Impact (Overall Objective):			
<b>I: The resilience to climate, economic, and health shocks (like prolonged dry periods, COVID-19, and potential future crises) is increased in the East African region and beyond.</b>			
Results Chain Result statements for each result level	SMART Indicators Specific, Measurable, Achievable, Relevant, Time-bound	BASELINE VALUE Provide quantitative and qualitative information for each indicator	Remarks
<b>OUTCOME - only 1 for this project</b> (Project Objective): <i>Please list 1 or max. 2 indicators for each of the 4 outputs. Indicators should focus on the direct benefit for beneficiaries or higher use of output level</i>			
<b>O1: The population of 15 villages in Nebbi and Pakwach districts, Uganda, have reduced pressure on socio-economic and environmental systems by shifting to sustainable livelihoods and greening their environment.</b>	* O-1.1: 50% of the directly supported households have increased food security ( <b>availability, adequacy and diversity</b> ) through climate smart agriculture	7%	<b>ALENU Mid-Term Evaluation Report</b>
	* O-1.2: 50% of targeted households are income secure ( <b>income and productive assets</b> ) to withstand climate, health, and economic shocks	38%	<b>DINU-ALENU Living Income Study 2021</b>
	* <b>O-1.3: % of households planning their family sizes</b>	19%	<b>Population Matters; Issue Brief 18, 2021</b>
	* <b>O-1.4: 10 villages with increased forest cover and biodiversity richness</b>	3.3%	<b>District Environment Action Plan 2015-2016</b>
	* O-1.3: 10 green model villages have community food forests with dense tree covers benefiting 375 households and 5 schools		
	* O-1.4: Key LG and DG officers, partner organisations of AWO International in Uganda are capacitated to mainstream climate adaptation for a green recovery		
<b>OUTPUT 1</b> (Sub-objective): <b>Food and Nutrition Security</b>			
<b>OP-1.1: 375 vulnerable smallholder households (60% female-headed) apply</b>	* <b>OP-1.1.1: 75 % of targeted households adopted improved climate-smart farming practices</b>	18%	<b>DINU-ALENU Baseline study 2020</b>

climate smart agriculture and produce and consume diversified foods ensuring a healthy nutrition of all household members.	<b>* OP-1.1.2: 85% of targeted households produce at least 02 diversified crops and rear livestock</b>	59%	ALENU Mid-Term Evaluation Report
	* OP-1.1.3: 85% of targeted households farm at least 1 hactares of land annually		
	* OP-1.1.4:		
<b>OUTPUT 2</b> (Sub-objective): <i>Economic/Livelihoods diversification</i>			
OP-2.1: Fifteen Climate Smart Champion Groups (CSCGs) actively contribute to economic diversification of livelihoods and to a healthy living environment without (gender-based) violence.	<b>* OP-2.1.1: 50% of targeted households saving atleast UGX 10,000 per week</b>	0	No specific study
	<b>* OP-2.1.2: 90% of targeted households with increased uptake of loans</b>	30%	Consumer and market study in Southwest and West Nile
	<b>* OP-2.1.3: 85% of targeted households with increased ownership of Income Generating Activities</b>	26%	UNHCR, WFP, GoU and development Pathways 2020
	<b>*OP-2.1.4: Targeted households increase the sales volumes of supported commodities by 25%</b>		
	* OP-2.1.1: 25% increase in women ownership of productive asset in supported households		
	* OP-2.1.2: 90% of targeted households with alternative IGA besides farming enterprises		
	* OP-2.1.3: 85% of women in targeted households report reduction in gender-based violence		
	* OP-2.1.4: 01 legally registered cooperative is established and engaged in value addition agribusiness	0	No specific study
<b>OUTPUT 3</b> (Sub-objective): <b>Community Health</b>			
OP-3.1: 15 Villages and Five School Clubs promote improved community health in a disaster risk responsive and gender sensitive manner .	<b>* OP-3.1.1: 15 villages and 05 schools have increased awareness of community health issues</b>	0	No specific study
	<b>* OP-3.1.2: 15 villages and 05 schools have increased uptake of better health practices</b>	0	No specific study
		0	No specific study

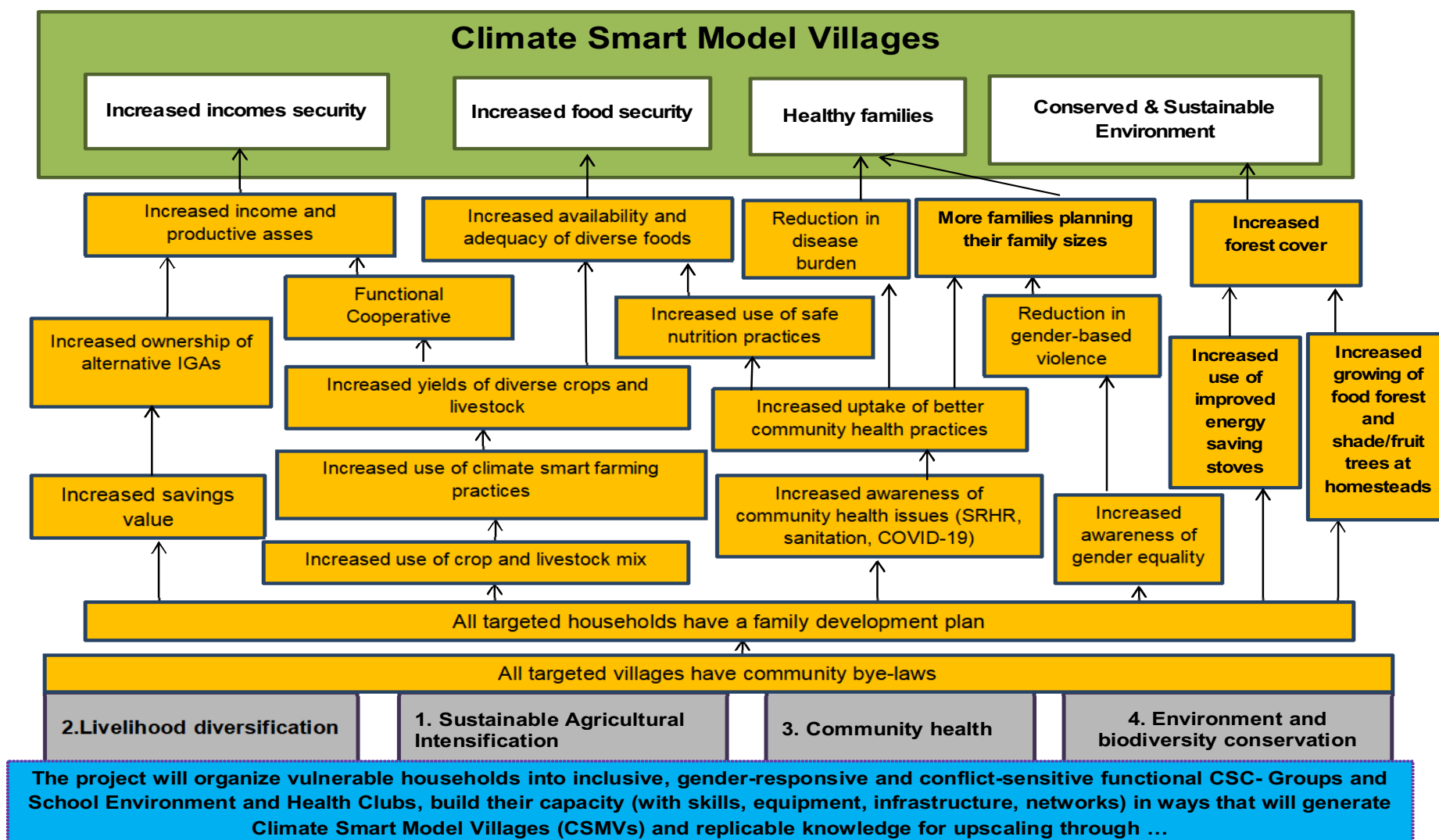
	* OP-3.1.2: 10 villages have food forest woodlots planted for biodiversity conservation		
	* OP-3.1.3: 25% of children 11-13 years and women use at least a family planning method		
	* OP-3.1.4: 75% of children 11-13 years old report use of safe sanitation and hygiene practices at their homes		
<b>OUTPUT 4 (Sub-objective): Environment and Biodiversity Conservation</b>			
<b>OP-4.1: 15 Villages and Five School Clubs promote environment and biodiversity conservation for improved livelihoods in a gender sensitive manner</b>	<b>4.1.1: 15 villages and 05 schools report increased participation in environmental protection activities</b>	0	No specific study
	<b>4.1.2: 15 villages report reduced environmental degradation and biodiversity loss</b>	0	No specific study
	* OP-3.1.1: 05 schools have food forest woodlots planted for biodiversity conservation		
	* OP-3.1.2: 10 villages have food forest woodlots planted for biodiversity conservation		
	* OP-3.1.3: 25% of children 11-13 years and women use at least a family planning method		
	* OP-3.1.4: 75% of children 11-13 years old report use of safe sanitation and hygiene practices at their homes		
<b>OUTPUT 5 (Sub-objective): Knowledge Management and Learning (KML)5</b>			
<b>OP-5.1: Ten villages have become green models for other communities in regard of climate adaptation, agro-ecology and livelihood diversification for communities in Uganda and beyond.</b>	* OP-5.1.1: No. of best practices in regard of climate adaptation, agro-ecology and livelihood diversification promoted * OP-5.1.2: No. of stakeholders engaged in promoting climate change adaptation, health and to protecting natural habitats * OP-4.1.3: 36 social structures are promoting climate change adaptation, health and to protect natural habitats beyond project end * OP-4.1.4:		

## Annex 6: Revised Logframe for Proposal (after joint review and discussions - output of the planning workshop)

See attached in Excel format



## Annex 7: Feasibility Study Revised Result Chain (Planning workshop output)



## Annex 8: Monitoring and Evaluation Plan

CLIMATE ACTION MODEL VILLAGES (CAM) PROJECT					
MONITORING AND EVALUATION PLAN (MEP)					
INDICATORS		DATA REQUIREMENT	FREQUENCY OF DATA COLLECTION AND REPORTING	MONITORING AND EVALUATION ACTIVITIES	ACCOUNTABILITY AND RESPONSIBILITY CENTRE
Baseline Indicators	Target Indicators (Key Performance Indicators-KPIs)				
Intended Impact (Overall Objective): Communities in Nebbi and Pakwach Districts are resilient to climate change, health and economic shocks					
Outcome (expected medium term change): Targeted communities in Nebbi and Pakwach districts have food, nutrition and income security and climate smart model village approach is shared for replication					
7%	1.1 85% of targeted households are food secure	Data on availability, adequacy, diversity and food sharing practices within households	<ul style="list-style-type: none"> <li>Annual project performance review (APPR)</li> <li>Medium-Term Review (MTR)</li> <li>Terminal Evaluation (TE)</li> </ul>	<ul style="list-style-type: none"> <li>Annual assessment of household food security</li> <li>Medium-Term Review (MTR)</li> <li>Terminal Evaluation (TE)</li> </ul>	The Executive Director (ED), AFARD
38%	1.2: 65% of targeted households are income secure	Data on household income and productive assets by gender		<ul style="list-style-type: none"> <li>Annual assessment of household income</li> <li>MTR and TE</li> </ul>	ED AFARD
19%	1.3: 45% of households planning their family sizes	Data on families practicing family planning both natural and modern family planning methods; number of women championing decisions on family planning methods; family size of households practicing family planning methods.		<ul style="list-style-type: none"> <li>Annual assessment of households/families/women practicing both natural and modern family planning methods</li> <li>MTR and TE</li> </ul>	ED AFARD

# CLIMATE ACTION MODEL VILLAGES (CAM) PROJECT

## MONITORING AND EVALUATION PLAN (MEP)

INDICATORS		DATA REQUIREMENT	FREQUENCY OF DATA COLLECTION AND REPORTING	MONITORING AND EVALUATION ACTIVITIES	ACCOUNTABILITY AND RESPONSIBILITY CENTRE
Baseline Indicators	Target Indicators (Key Performance Indicators-KPIs)				
Intended Impact (Overall Objective): Communities in Nebbi and Pakwach Districts are resilient to climate change, health and economic shocks					
Outcome (expected medium term change): Targeted communities in Nebbi and Pakwach districts have food, nutrition and income security and climate smart model village approach is shared for replication					
	1.4: Disaster Preparedness Interventions of CSCGs and school clubs have led to a decrease in infections and vector borne diseases (Malaria, COVID 19, cholera, diarrhoea, gastro-intestinal worms) by 30%	Data on the types and frequencies of disasters and risks; practices and coping mechanisms initiated by the CSCGs; number of CSCGs involved in DRR interventions; effects of the DRR preparedness interventions by the CSCGs		<ul style="list-style-type: none"> <li>Annual assessment of types, frequencies, and management of disasters and risks and their impacts</li> <li>MTR and TE</li> </ul>	ED AFARD
3.3%	1.5:At least 15 acres of new forests containing fruit, shade and medicinal trees are established	Data on tree survival rate; the forest coverage as a contribution of the project to the district forest coverage; number, types and uses of the trees planted within the project area.		<ul style="list-style-type: none"> <li>Annual assessment of the contribution of the project to district forest coverage</li> <li>MTR and TE</li> </ul>	ED AFARD
0	1.6: 8 climate smart villages serve as models for replication through knowledge sharing with DLG, network of AFARD,	Data on the project performance against the 10 platinum standards (indicators)		<ul style="list-style-type: none"> <li>Annual assessment and performance awards on the 10 platinum standards</li> <li>MTR and TE</li> </ul>	ED AFARD

CLIMATE ACTION MODEL VILLAGES (CAM) PROJECT					
MONITORING AND EVALUATION PLAN (MEP)					
INDICATORS		DATA REQUIREMENT	FREQUENCY OF DATA COLLECTION AND REPORTING	MONITORING AND EVALUATION ACTIVITIES	ACCOUNTABILITY AND RESPONSIBILITY CENTRE
Baseline Indicators	Target Indicators (Key Performance Indicators-KPIs)				
Intended Impact (Overall Objective): Communities in Nebbi and Pakwach Districts are resilient to climate change, health and economic shocks					
Outcome (expected medium term change): Targeted communities in Nebbi and Pakwach districts have food, nutrition and income security and climate smart model village approach is shared for replication					
	universities and partners of AWO international in Uganda				
Output 1: Food and Nutrition Security: 375 vulnerable smallholder households (60% female-headed and 10% with PWDs) apply climate smart agriculture and produce and consume diversified foods ensuring a healthy nutrition of all household members.					
18%	1.1: 85% of targeted households produce at least 02 diversified crops and poultry	Data on crop diversification and poultry at household level	Quarterly project reports	Field monitoring and performance review	Project Manager (PM) AFARD
	1.2: 85% of targeted households use safe nutrition practices	Data on safe nutrition practices: type of foods/diet, food/meal sharing practices, and number of meals per day	Quarterly project reports	Field monitoring and performance review	PM AFARD
59%	1.3: 75 % of targeted households adopted improved climate-smart farming practices	Data on the adoption of selected climate-smart farming practices (5-8) at household level	Quarterly project reports	Field monitoring and performance review	PM AFARD
Activities					
A-1.1: Form, register and strengthen climate change champion farmer groups and develop Village Bye-laws	Number of CSCGs formed and registered	Data on number of groups and members by gender	Activity completion report	Field activity implementation monitoring and stakeholders' meetings	Responsible Project Officer (RPO)

# CLIMATE ACTION MODEL VILLAGES (CAM) PROJECT

## MONITORING AND EVALUATION PLAN (MEP)

INDICATORS		DATA REQUIREMENT	FREQUENCY OF DATA COLLECTION AND REPORTING	MONITORING AND EVALUATION ACTIVITIES	ACCOUNTABILITY AND RESPONSIBILITY CENTRE
Baseline Indicators	Target Indicators (Key Performance Indicators-KPIs)				
Intended Impact (Overall Objective): Communities in Nebbi and Pakwach Districts are resilient to climate change, health and economic shocks					
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					Agric/Coop (AC)
A-1.2: Select, train and equip Lead Farmers (crop) and Poultry Paravets and CSCG to develop annual production calendars	Number of Lead farmers trained and equipped; number of poultry paravets provided; and number of annual production calendars	Data on the number of lead farmers trained and equipped by gender, facilitated with poultry paravets, and annual production calendars	Activity completion report	Field activity implementation monitoring	RPO/AC
A-1.3: Provide one-off start-up agro-inputs for demo plots and households	Number of start-up inputs provided	Data on start-up inputs distributed by gender and households	Activity completion report	Field activity implementation monitoring; monitoring of the distribution of inputs, and stakeholders' meetings	RPO/AC

CLIMATE ACTION MODEL VILLAGES (CAM) PROJECT					
MONITORING AND EVALUATION PLAN (MEP)					
INDICATORS		DATA REQUIREMENT	FREQUENCY OF DATA COLLECTION AND REPORTING	MONITORING AND EVALUATION ACTIVITIES	ACCOUNTABILITY AND RESPONSIBILITY CENTRE
Baseline Indicators	Target Indicators (Key Performance Indicators- KPIs)				
Intended Impact (Overall Objective): Communities in Nebbi and Pakwach Districts are resilient to climate change, health and economic shocks					
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A-1.4: Provide oxen, ox-ploughs, ox-carts and train oxen-handlers in Animal traction technology	Number of oxen, ox-ploughs and ox-carts provided and number of oxen handlers trained by gender	Data on the distribution of oxen, ox-ploughs and cards; and en-gendered data on training of oxen handles	Activity completion report	Field activity implementation monitoring	RPO/AC
A-1.5: Train in climate smart agriculture and digital weather forecasting	Number of training sessions conducted	Data on number of sessions by thematic areas and gender	Activity completion report	Data on training sessions, thematic areas and number of participants by gender	RPO/AC
Output 2: Economic/Livelihoods diversification: Fifteen (15) Climate Smart Champion Groups (CSCGs) actively contribute to economic diversification of livelihoods and to a healthy living environment without (gender-based) violence.					
0	2.1: 50% of targeted households saving at least UGX 10,000 per week	Data on weekly savings by households and VSLAs	Quarterly project reports	Monitoring and review of savings at household levels by gender and VSLAs	PM AFARD
30%	2.2: 85% of targeted households with increased ownership of Income Generating Activities	Data on income trends at household level by gender and IGAs	Quarterly project reports	Monitoring and assessment of trends in household income by gender and IGAs	PM AFARD

# CLIMATE ACTION MODEL VILLAGES (CAM) PROJECT

## MONITORING AND EVALUATION PLAN (MEP)

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Baseline Indicators	Target Indicators (Key Performance Indicators-KPIs)				
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	2.3: 1 functional cooperative society promoting cassava agribusiness	Data on the co-operative services and trends in cassava agribusiness	Quarterly project reports	Monitoring and assessment of the services rendered by the co-operative society, and status of cassava agribusiness	PM AFARD
	2.4: 50% more women in targeted households report reduction in gender-based violence	Data on the trends of number of women at household level reporting on or affected by gender-based violence	Quarterly project reports	Monitoring and assessment of trends of number of women affected by gender-based violence	PM AFARD

# CLIMATE ACTION MODEL VILLAGES (CAM) PROJECT

## MONITORING AND EVALUATION PLAN (MEP)

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Baseline Indicators	Target Indicators (Key Performance Indicators-KPIs)				
Intended Impact (Overall Objective): Communities in Nebbi and Pakwach Districts are resilient to climate change, health and economic shocks					
Outcome (expected medium term change): Targeted communities in Nebbi and Pakwach districts have food, nutrition and income security and climate smart model village approach is shared for replication					
Activities					
A-2.1: Train Lead Farmers, Paravets, and VSLA Mentors in GALs Methodology and support them to cascade training to members and develop family development plans	Number of lead farmers, Paravets and VSLAs trained	Data on the number of farmers, Paravets and VSLAs trained, training sessions, and number of development plans	Activity completion report	Field activity implementation monitoring and stakeholders' meetings	RPO/AC
A-2.2: Provide one-off start up value addition inputs	Number of start-up value addition inputs provided	Data on the types and number of start-up value addition inputs provided by gender by household	Activity completion report	Field activity implementation monitoring	RPO/AC
A-2.3: Train in collective marketing and conduct agribusiness farmers clinics	Number of training sessions on collective marketing and agri business conducted	Data on training sessions by thematic areas by gender	Activity completion report	Field activity implementation monitoring and stakeholders' meetings	RPO/AC



# CLIMATE ACTION MODEL VILLAGES (CAM) PROJECT

## MONITORING AND EVALUATION PLAN (MEP)

INDICATORS		DATA REQUIREMENT	FREQUENCY OF DATA COLLECTION AND REPORTING	MONITORING AND EVALUATION ACTIVITIES	ACCOUNTABILITY AND RESPONSIBILITY CENTRE
Baseline Indicators	Target Indicators (Key Performance Indicators- KPIs)				
Intended Impact (Overall Objective): Communities in Nebbi and Pakwach Districts are resilient to climate change, health and economic shocks					
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A-2.4: Train VSLA Mentors in VSLA methodology, IGA-SPM, & financial literacy; cascade training to CSCG members, and provide VSLA kits	Number of VSLA Mentors trained	Data on the training sessions by thematic areas by gender	Activity completion report	Field activity implementation monitoring and stakeholders' meetings	RPO/AC
A-2.5: Set-up, equip and strengthen a Producer Cooperative Society	1 producer co-operative society established, equipped and operationalized	Data on the services (functionality) of the co-operative society	Activity completion report	Field activity implementation and stakeholders' meetings	RPO/AC
Output 3: Community Health: 15 CSCGs and 05 School Clubs promote improved community health in a disaster risk responsive and gender sensitive manner .					
0	3.1: 85% of targeted households use safe community health practices (Sanitation, family planning, COVID 19)	Data on the trends and number of households practicing safe community health practices: sanitation facilities like latrines, hand washing facilities, drying racks, family planning methods, COVID-19 SOPs...	Quarterly project reports	Monitoring and assessment of the use of health practices, availability and use of sanitation facilities and COVID SOPs	PM AFARD

# CLIMATE ACTION MODEL VILLAGES (CAM) PROJECT

## MONITORING AND EVALUATION PLAN (MEP)

INDICATORS		DATA REQUIREMENT	FREQUENCY OF DATA COLLECTION AND REPORTING	MONITORING AND EVALUATION ACTIVITIES	ACCOUNTABILITY AND RESPONSIBILITY CENTRE
Baseline Indicators	Target Indicators (Key Performance Indicators-KPIs)				
Intended Impact (Overall Objective): Communities in Nebbi and Pakwach Districts are resilient to climate change, health and economic shocks					
Outcome (expected medium term change): Targeted communities in Nebbi and Pakwach districts have food, nutrition and income security and climate smart model village approach is shared for replication					
0	3.2: 375 households received health kits (mosquito nets, face masks, solar lamps, gum boots, hand washing facilities) for disaster preparedness	Data on the number of households that have received the various health kits, and types and number of the health kits provided/received	Quarterly project reports	Field monitoring and assessment of delivery and receipt of health kits	PM AFARD
	3.3: 80% of targeted school children are aware of community health practices (Sanitation, COVID 19)	Data on the level of awareness of the targeted school children on community health practices and the specific health practices in use	Quarterly project reports	Field monitoring and assessment of the level of awareness of school children on health practices	PM AFARD

# CLIMATE ACTION MODEL VILLAGES (CAM) PROJECT

## MONITORING AND EVALUATION PLAN (MEP)

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Activities					
A-3.1: Provide health kits (Hand Washing Facilities, face masks, solar lamps, & kitchen garden kits)	Number of health-related kits provided	Data on the number of the health-related kits provided and the beneficiaries by gender	Activity completion report	Activity implementation monitoring and stakeholders' meetings	RPO/Community Health (CH)
A-3.2: Conduct sanitation, hygiene and nutrition awareness and education in CSCGs and schools	Number of sanitation, hygiene and nutrition awareness/education programs conducted for CSCGs and schools	Data on the awareness activities by thematic areas and by gender	Activity completion report	Activity implementation monitoring and stakeholders' meetings	RPO/CH
A-3.3 Conduct SRHR awareness and education in schools	Number of SRHR, family planning and gender equality awareness programs conducted	Data on awareness programs by thematic areas by gender	Activity completion report	Activity implementation monitoring and stakeholders' meetings	RPO/CH
A-3.4: Conduct family planning awareness and education to CSGS members	Number of health outreach programs in schools	Data on health outreach programs by thematic areas and schools covered	Activity completion report	Activity implementation monitoring and stakeholders' meetings	RPO/CH

CLIMATE ACTION MODEL VILLAGES (CAM) PROJECT					
MONITORING AND EVALUATION PLAN (MEP)					
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Baseline Indicators	Target Indicators (Key Performance Indicators-KPIs)				
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Output 4: Environment and Biodiversity Conservation: Environment and biodiversity conservation for improved livelihoods and climate resilience are promoted in 10 villages					
0	4.1: 85% of CSCGs members use improved energy saving stoves	Data on the number of CSCGs using improved energy stoves; types and number of energy saving stoves in use.	Quarterly project reports	Field monitoring and assessment	PM AFARD
	4.2: 05 schools have functional environment and health clubs	Number of school environment and health clubs with action plans, activities, practices and reports	Quarterly project reports	Field monitoring and assessment of the performance of the school environment and health clubs	PM AFARD
Activities					
A-4.1: Form and support LECs to develop and implement Community Environment Action Plans (CEAPs)	Number of LECs and number of supported and CEAPs developed	Data on LECs by gender and number of CEAPs developed and being implemented	Activity completion report	Field activity implementation monitoring and stakeholders' meetings	RPO/Environment and Climate Change (EC)

CLIMATE ACTION MODEL VILLAGES (CAM) PROJECT					
MONITORING AND EVALUATION PLAN (MEP)					
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A-4.2: Provide fruit, firewood, medicinal and timber tree seedlings	Number of CSCGs supported and number of tree seedlings and planting materials provided	Data on the number of CSCGs by gender, and tree seedlings/planting materials by species	Activity implementation report	Field activity implementation monitoring	RPO/EC
A-4.3: Set-up community food forests	Number of food forests/woodlots established and number of trees planted	Data on the location, acreage, number of trees planted by species, and survival rate.	Activity implementation report	Field activity implementation monitoring	RPO/EC
Monitoring, Evaluation, Accountability, and Learning (MEAL)					
Baseline study	1 baseline study carried out and baseline study report	Data on the state of the core and underlying problems and effects before project implementation	Baseline study report	A quantitative and qualitative study	ED

# CLIMATE ACTION MODEL VILLAGES (CAM) PROJECT

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Visibility materials (project communication: information, education and communication/IEC)	Number of visibility/IEC materials produced and disseminated	Data on key messages relayed and feedback	Bi-annual	Assess and review the planning, designing, production, dissemination, and the impacts of the IEC materials on the project processes and results	PM
Stakeholders meetings	Number of stakeholders' meetings organized	Data on the thematic stakeholders' meetings and feedback	Bi-annual	Assess and review the stakeholders' meetings and their impacts on the project processes and results	PM
Project performance audit exercises	Number of audit exercises carried out	Data on the findings of the audit exercises	Annual	Assess and review of the audit exercises on the project processes and results, including lessons learnt	ED
Contribution to Institutional audit	Number of institutional audit exercises supported	Data on the project support AFARD's efficiency	Annual	Assess and evaluate the contribution of the project to AFARD's organizational development (efficiency)	ED

# CLIMATE ACTION MODEL VILLAGES (CAM) PROJECT

## MONITORING AND EVALUATION PLAN (MEP)

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Management monitoring visits	Number of management monitoring visits carried out	Data on the findings and recommendations by Management on the project performance	Quarterly	Assess and review the impacts of monitoring by Management on the project processes and results	ED
Internal reflection/planning meetings	Number of internal reflections/planning meetings carried out	Data on the internal tasks/undertakings/commitments/initiatives to enhance the implementation and results of the project	Bi-annual	Assess and review the impacts of the internal processes and interventions on the project implementation and results	ED
Board field visits	Number of Board field visits carried	Data on the findings and recommendations by the Board of Directors	Annual	Assess and review of corporate governance by the Board on the project implementation and results	ED
Local government monitoring visits	Number of monitoring visits by local governments carried out	Data on the findings and recommendations by local governments	Bi-annual	Assess and review the impacts of the networking and partnership with local governments on the project implementation and results.	ED

CLIMATE ACTION MODEL VILLAGES (CAM) PROJECT					
MONITORING AND EVALUATION PLAN (MEP)					
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Medium -Term Evaluation (MTE)	Number of MTE studies carried	Data on the medium-term project performance	Early 2024	Review the performance of the project with focus on achievements, performance gaps, challenges and recommendations for continuous performance improvement.	ED
Terminal evaluation (TE)	1 TE carried out	Data on end of project relevance, efficiency, effectiveness, impacts and sustainability of the project	End project	Review the project relevance, efficiency, effectiveness (outcome), sustainability, the contribution to the intended impact, the possibility of project continuation/upscaling, and lessons for future projects	ED
Stakeholders' close-out meetings (Districts, civil society organizations, the private sector, and farmers' representatives)	Number of project closure meetings carried out	Data on stakeholders' feedback on the project	End project	Assess and review the stakeholders' feedback on future projects	ED



CLIMATE ACTION MODEL VILLAGES (CAM) PROJECT					
MONITORING AND EVALUATION PLAN (MEP)					
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Knowledge Management and Learning (KML)					
Conduct Local climate adaptation & mitigation strategy study	1 study carried	Data on local climate adaptation and mitigation actions before and during the project	End of study report	Assess and review the contribution of the project on local coping mechanisms (adaption) and mitigation practices on the project objectives and results	ED
Document 2 best practice/Lesson learning studies	Number of best practices documented and lesson learning studies carried	Data on the best practices and lessons learnt before and after	MTE and TE	Assess and review the best practices and lessons learn on the project results and sustainability	ED
Conduct 16 radio talk shows (including community outreach)	Number of radio talk shows conducted and the number of community outreach programs	Data on the radio programs and feedback from stakeholders/listeners and the communities	Quarterly	Assess and review the impacts of radio talk shows and community outreach programs on the	PM

# CLIMATE ACTION MODEL VILLAGES (CAM) PROJECT

## MONITORING AND EVALUATION PLAN (MEP)

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				implementation and results of the project.	
Hold 3 annual video documentation as KML product	Number of videos documented	Data on the key video messages and feedback	Annual (for 3 years)	Review the impacts of the videos on the project implementation and results	PM
Hold 2 knowledge sharing events	Number of knowledge sharing events organized	Data on knowledge transfer and lessons learnt	MTE and TE	Review the impacts of knowledge sharing and lesson learning events on the project implementation and results	ED

**AWO International Uganda**  
**Strengthening Rural Communities' Resilience to Climate, Economic, and Health Shocks in**  
**Nebbi and Pakwach Districts, Uganda as Models for Replication**

**Feasibility Study**  
**Key Informant Interview and Focus Group Discussion Guides**

AWO international Uganda together with AFARD has developed a concept note on Strengthening Rural Communities' Resilience to Climate, Economic, and Health Shocks in Nebbi and Pakwach Districts, Uganda as Models for Replication. In a bid to assess the likelihood of achieving the proposed planned results, the project context, and make recommendations for development and adjustments of the proposed project, a feasibility study has been commissioned. As key proposed project stakeholders, we would kindly request for your time (1 hour max) to discuss with you about this concept note.

Name of respondents, designations, location, contact addresses.

Feasibility Study Focus	TOR questions				
<b>Initial situation and problem analysis (on macro-, meso-, micro-level)</b>	<ul style="list-style-type: none"> <li>What is the current socio-economic, political, cultural, health situations in your districts? Probe for evidences (figures, examples, stories, photos, if any)</li> <li>What are the main challenges that the communities face with respect to food and nutrition, income, public health, and environmental conservation in your district?</li> <li>How do these challenges affect men, women, youth, pwds and the elderly participation in development with specific focus on sexual reproductive health responses?</li> </ul>				
	Focus	Food and nutrition	Income	Preventive/community health	Environment & Climate Change
	What are the Main problems (Take note of number and categories of persons-women, men, youth, children, elderly and covid19)				
	Who is affected most (Take note of number and categories of persons-women, men, youth, children, elderly and covid19)				
	What are the main causes				
	What are the key effects?				
	What needs to be done				
	Who should be included to implement your suggestion?				
	What alternatives are in place?				

PROBE (Take note of number and categories of persons-women, men, youth, children, elderly and covid19)	CROPS GROWN AND LIVESTOCK REARED? MAIN FOODS EATEN NUMBER OF MEALS EATEN DAILY? GENDER DISCRIMINATION ? EXPERIENCE AND PERIOD OF FOOD SHORTAGES? WEATHER CHANGES AND PRODUCTION TRENDS PURCHASING POWER (AND OF WHAT FOODS)	MAIN SOURCES OF HOUSEHOLD INCOME? PREVALENCE OF ALTERNATIVE IGAS ESTIMATED AVERAGE MONTHLY INCOME INVOLVEMENT OF WOMEN AND YOUTH	MAIN CAUSES OF ILLNESS MAIN MONTHS OF ILLNESSES POINTS OF TREATMENT COST OF ACCESS TO TREATMENT WASH AND NUTRITION PRACTICES INVOLVEMENT OF THE WOMEN, MEN, YOUTH, ELDERLY AND PWDS IN DRR AND SEXUAL HEALTH AND REPRODUCTIVE HEALTH PROGRAMS	COMMON VEGETATION COVERS, THEIR USE, AND LAND SIZES VISIBLE AND FELT EFFECTS OF DEGRADATION WHO IS INVOLVED IN TREE PLANTING, AGROFORESTRY & HOW COMMON? WETLANDS, WATER BODIES-STREAMS, RIVERS AND LAKES; AND THEIR USES LOCAL REDRESS MECHANISMS CLIMATE-RELATED HAZARDS AND DISASTERS COMMON COPING MECHANISMS TO CLIMATE RISKS
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What is the background and history of the planned project and its impact logic? How was the idea identified and who initiated the first steps?

<b>Project executing agency in the partner country (local partner organization)</b>	<ul style="list-style-type: none"> <li>– What experiences does AFARD have in implementing similar proposed project – with examples?</li> <li>– What stakes, skills and experience (institutional, technical, personnel, financial capacities) does AFARD have for the effective implementation of the project?</li> <li>– What is the relationship between the AFARD and the main target groups (smallholder farmers, traditional institutions, LGs, and schools – legitimacy, acceptability, collaborations, conflict of interests)?</li> <li>– Have all the relevant project stakeholders been made to understand the project context, outcomes, and impacts, and have they been asked to contribute to the achievement of the project outcomes? (<i>Smallholder farmers, Traditional institutions, LG officials, School community, Ministries, Universities, Peer NGOs and Private sector</i>)</li> <li>– Is there a process that allows the outcome and impact of the project context to be periodically reviewed along with other actors' understanding of the project context?</li> <li>– What are the possible roles of the different actors and their experience in development project implementation? (private sector, CSOs, public sector, communities, and households) in the project design? Have the roles of the different actors been identified?</li> <li>– What can AFARD do to increase incentives and reduce barriers to community participation in the project?</li> <li>– What mechanisms exist for the community to present their complaints to AFARD?</li> </ul>
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Target groups and other actors (at micro, meso and macro levels)	What mechanisms exist for the community to present their complaints to A/R HTS?				
	Focus	Food and nutrition	Income	Preventive/community health	Environment & Climate change
	What are the on-going projects to address the needs identified				
	Who are the actors and stakeholders involved in the implementation of these projects?				

	What are their interests				
	Do they have conflict of interests in the design and implementation of the projects?				
	What support do the different actors and stakeholders provide to implementation of the projects?				
	How strong are these supports and are there formal agreements on the joint design and implementation of the projects?				
	What initiatives have each target group taken to address the problems noted above that show self-initiative, self-help and local problem-solving?				
	What incentives and barriers exists for stakeholder participation				
	What are the success and failures of the previous interventions/projects? What were the lessons learned?				
	Take note of: <ul style="list-style-type: none"> <li>- How existing initiatives/project have been or can be included in the proposed project</li> <li>- Explore the interest and potential conflict of interest of different stakeholders</li> <li>- Commitments (and agreements) of different stakeholders to support the project</li> </ul>				

## Relevance

	<b>Focus</b>	<b>Food and nutrition</b>	<b>Income</b>	<b>Preventive/community health</b>	<b>Environment &amp; climate change</b>
	List the policies, plans, strategies the project contributes (national, district and sectors)				
	Show how and what value it will add to the women, youth, elderly, PWDs and children?				
	Define concrete changes that will accrue from the project				
	What changes will be experienced by the women, youth, elderly, PWDs and children?				

<b>Effectiveness</b>	<p>WHAT IS THE RESULT CHAIN OF THE PROJECT? ARE THE RESULT FLOW COHERENT? HOW CAN THE IMPACTS BE MONITORED – BY WHO, FREQUENCY? ARE SYSTEMS IN PLACE TO CONDUCT IMPACT MONITORING (DESCRIBE)?</p> <p>CAN THE PROPOSED PROJECT OBJECTIVES ACHIEVE THE EXPECTED RESULTS? - HOUSEHOLD INCOME, FOOD SECURITY AND NUTRITION, HEALTH BEING, ENVIRONMENTAL SUSTAINABILITY AND CLIMATE RESILIENCE</p> <p>ARE THE PLANNED ACTIVITIES AND STRATEGIES VIABLE TO ACHIEVE THE PROJECT OBJECTIVE?</p> <p>WHAT ACTIVITIES NEEDS TO BE INCLUDED/EXCLUDED AT MESO AND/OR MACRO LEVEL (MULTI-LEVEL APPROACH)?</p> <p>ARE SYNERGIES WITH MEASURES OF OTHER DONORS OR PROJECTS IN PLACE AND HOW EFFECTIVE AND COMPREHENSIVE ARE THEY? DO MORE PLAYERS NEED TO BE ADDED, IF SO HOW?</p>
<b>Efficiency</b>	<p>DOES THE BUDGET PROVIDE FOR CRITICAL INPUT-OUTPUT SHARE (LOGISTICS, STAFFING, CAPACITY BUILDING, PROJECT OPERATION COSTS, AND LEARNING, ETC)?</p> <p>IS THE PROPOSED BUDGET ABLE TO ADEQUATELY MEET THE IMPLEMENTATION REQUIREMENTS OF THE ACTIVITIES WITHIN THE PLANNED TIMEFRAME?</p> <p>DOES THE COST PROVIDE VALUE FOR MONEY COMPARED TO SIMILAR PROJECTS?</p> <p>WHAT BUDGET ADJUSTMENTS WOULD BE NECESSARY TO ACHIEVE THE DESIRED RESULTS?</p>
<b>Significance/overarching developmental impact</b>	<p>ARISING FROM THE STAKEHOLDER PROBLEM ANALYSIS, WHAT PROPOSED EFFECTS WILL THE DIFFERENT TARGET GROUPS ACHIEVE?</p> <p>WILL THE ABOVE CHANGES CONTRIBUTE TO THE PLANNED PROJECT OVERARCHING DEVELOPMENTAL IMPACTS (IN THE PROJECT RESULT CHAIN AND LOG FRAME)?</p> <p>HOW WILL THE PLANNED PROJECT USING ITS MULTI-LEVEL APPROACH (MICRO, MESO, AND MACRO) BUILD AND STRENGTHEN THE IDENTIFIED STRUCTURES INTO EFFECTIVE INSTITUTIONS?</p> <p>TO WHAT EXTENT ARE THE PLANNED PROJECT STRATEGIES, COMPONENTS AND ACTIVITIES ADDRESS THE ISSUES OF GENDER EQUALITY, YOUTH, ELDERLY, CHILDREN, PWDS AND INCLUDING DRR?</p>
<b>Sustainability</b>	<p>ARE THE PROJECT PROPOSED STRUCTURAL, ECONOMIC, SOCIAL, AND ECOLOGICAL SUSTAINABILITY STRATEGIES ADEQUATE TO STRENGTHEN SOCIAL STRUCTURES AND TARGET GROUPS TO CONTINUE REAPING RESULTS AND POSITIVE IMPACTS AFTER PROJECT EXIT?</p> <p>WHAT OTHER MEASURES AND INSTRUMENTS ARE REQUIRED TO STRENGTHEN LOCAL INITIATIVE, PARTICIPATION AND CAPACITY?</p> <p>WHAT NEGATIVE EFFECTS COULD THE PROJECT LIKELY CAUSE IN THE PROJECT AREA (E.G. DO-NO-HARM APPROACH, CONFLICT-SENSITIVE IMPACT MONITORING, ETC.)? HAVE THESE BEEN ADEQUATELY ADDRESSED IN THE RISK DESIGN? IF NOT, WHAT MORE NEEDS TO BE DONE?</p> <p>ARE THE PROPOSED RISKS (PERSONNEL, INSTITUTIONAL AND REPUTATIONAL, AND CONTEXTUAL – SOCIAL, POLITICAL, LOCAL MARKET, ENVIRONMENT, ETC) ADEQUATELY ASSESSED? IF NOT, WHAT MORE NEEDS TO BE CONSIDERED AND HOW SHOULD THEY BE MITIGATED?</p>

## Business Assessment

### Household Economic Activities

Main Income Enterprise	Type	Cost of production	Cost of marketing	Yields per acre		Quantity sold		Sales price		Average /season	Income
				1 <sup>st</sup> Season 2021	2 <sup>nd</sup> season 2021	1 <sup>st</sup> Season 2021	2 <sup>nd</sup> season 2021	1 <sup>st</sup> season	2 <sup>nd</sup> season		
Crops											
Livestock											
Other income sources		Cost of initial investment	Cost of operations								

### In-house documents

- AWO Int. & AFARD: Project Concept
- AWO Int. & AFARD: Project Log frame (Draft)
- AWO Int. & AFARD: Project Budget (Draft)
- AFARD annual and audit reports 2019, 2020, 2021: <https://afard.net/publications/annual-reports-and-audits>
- AFARD based studies: <https://afard.net/publications/evaluation-and-research>
- AFARD BMZ-SSF Annual Report 2020, 2021
- AFARD Capacity Assessment report 2021 (by Caritas Switzerland)
- ALENU Baseline report
- ALENU Living Income Study 2021: <https://afard.net/publications/research/198-alenu-living-income-report/file>
- Nebbi District Development Plan 2021-2025
- Pakwach District Development Plan 2021 - 2025

### Other references

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- Uganda Bureau of Statistics (2018). Uganda National Household Survey 2016/17. Kampala
- UNHCR, WFP, GoU and Development Pathways (Jan. 2020): Analysis of refugee vulnerability in Uganda
- UNHCR: Interagency Rapid Gender Analysis – COVID-19 (Nov, 2020) report
- USAID (2013) Uganda Climate Change Vulnerability Assessment Report



Annex 11: List of Persons / Institutions Consulted

Macro-level	Organization	Name	Position	Contact
National level interviews	AWO international Uganda	Kathrin Zimmermann	Country Director & Head of Program	+256 (0)774257063
		Barbra Karungi	Project Officer – Resilience, Environment and Climate Change	+256 (0)789040217
	Ministry of Water and Environment	Bob Natifu	Assistant Commissioner, Climate Change	0712999889
		Irene Chekwoti	Senior Climate Change Officer	0783301290
District	Sub county	Name	Position	Contact
Nebbi	Kucwiny Akanyo primary school			
		Kwiocwiny Topista	Pupil	0786410661
		Afoyorwoth Bridget	Pupil	0774142734
		Piyic Mystica Oline	Pupil	0777654168
		Afoyorwoth Brenda	Pupil	0777286244
		Osairwoth Deogracious	Pupil	0781171727
		Mungudit Ivan	Pupil	0776265667
		Mungueo Marvin	Pupil	0717480781
		Jalar Elly	Pupil	0783361089
		Giramia Peace	Pupil	0701070890
		Rwothomio Brian	Pupil	0786368361
		Mungujakisa Jacob	Pupil	0775703551
		Wayomirwoth Daniela	Pupil	0778781083
	District Officials	Okello Geoffrey Anecho	VC LC 5	0784003101
		Onencan Gilbert	Principal Assistant Secretary	0772516239
		Nyakuni Levi Liverius	District Production Officer	0772303151
		Dr.Abedkane William	Principal Vet. Officer	0772906783
		Akwayopanga Denis	Ass.Forest LC 5	0785059680
		Fualing Doreen	District Natural Resources Officer	0782878098
	St.Thomas – Secondary School	Alochiparwoth Zavian	Student	
		Jakisa Mark Elvis	Student	
		Pimer Charity Kerchan	Student	
		Olokcwinyu Victor	Student	
		Amarorwoth Liberty	Student	
		Bikadho Iddi Mubarak	Student	
		Amarorwoth Naome Ikomoloit	Student	
		Owekni-rwoth Allan	Student	
		Afoyorwoth Mercy	Student	
		Oyungrwoth Brian	Student	
		Focnimungu Lydia	Student	
		Ofoyrwoth Gerald	Student	
	Kucwiny butholuru Farmer group	Aruku Buckleys	Chairperson	07786336520
		Owech Topista	Member	0770346180
		Ajula Liliana	Member	0776467967
		Acen Suzan	Member	
		Berocan Jilda	Member	078994823
		Atimango Matina	Member	

		Kayomtho Fibi	Member	0781727513
		Acokotho Gladys	Member	
		Afoyorwoth Sarah	Member	0783281916
		Masendi Prisca	Secretary	0771991075
		Kwiocwiny Gorety	Member	
		Oyirwoth Francis	Member	0777208737
		Koline Anjello	Member	
		Rwothomio	Member	
		Amia Norah	Member	0777465622
		Onoba Richard	Member	
		Ocirca Beatrice	Member	
		Ogen Alfred	Member	0781843316
		Onegiu Nataniel	Elder	0771295633
		Munguryek Edison	Member	0787142212
		Awekonimungu Consolate	Member	
		Ogenrwoth Francis	Member	0785539736
		Masendi Scovia	Member	
	Private sector organizations			
		Binga Vunde.Jenaro	Prog Coordinator	0772543539
		Onencan Constance	Chairperson	0783795871
		Yangchon Andrew	Director.Young Agro Ent	0774397438
	Plan International			
		Obong Isaac	Program Area Manager	0776771158
	Private sector organizations			
		Wandera Kennedy	Rainbow radio	0788727455
		Ofoyrwoth Ronald	Executive Director WENIPS	0772896611
	Kucwiny Secondary School			
		Mambo James	Incharge health	0774567482
		Odokodit Alex	Director Health	0789011682
		Okellowange Joseph	Incharge environment	0772574920
		Orwothi Jackson	C/man LC 1	0779376376
		Okera Scovia	Incharge Agriculture	0786157909
		Jumadhewun Richard	H/Teacher	0773504946
		Wathum Alex	Senior Male Teacher	0772569892
		Mugisa Immaculate	Parish Chief	0772707250
		Obedmoth Richard	Parish Chief	0789506680
		Ojok jaryeko Jonah	Parish Chief	0789876245
		Rwothomio Jeremy	Parish Chief	0789282120
		Okellowange Wilfred	Coordinator nutrition program	0786506068
		Okumu Benson Oyulu	Headteacher	0774188137
		Aweko Bridget	D/h teacher	0776597165
		Anyoli Johnson	H/teacher	0782867586
		Kidaga Fred	Teacher	0777213541
	Kucwiny Sub County Officials			
		Pimer Oliver	Secretary	0786441945
		Odia Robert	Lciii c/m	0785318429
		Ubaiboth Rovia	V.c/p lciii	0779162844
		Maditkwo Trinity.r.	Cdo	0755814070
		Bakhit Siragi	A.o	0784605799
		Pido-ich Amon	Speaker	0777003633
		Opio Javuru	C/p gpc	0777449218
		Agenonga Fred	S/finance	0777442206
		Adubango.o.Marcello	Agri.coordinator	0788015947
		Oryekwun Wilfred	Extension worker	0783582708
		Odong Agne	Accountant	0789729060

	AFARD	Alfred Lakwo	Executive Director	0772437175
		Robert Bakyalire	Director Programme	0757117757
	Jupawara	Oribdhogu Alfred	Secretary	781670031
		Oryeda Selsio	Chairman	774645303
		Sizario Wathum	Member	
		Awacango Agnes	Treasury	
		Oweka Robert	CBT	
		Pagitho Grace	Member	
		Dubutho Allan	Secretary	778605125
		Adokwun Santa	Member	775158086
		Lucina Ongan	Member	
		Aweko Nimungu	Member	
		Berocan Gladies	Member	78215793
		Ochaya Irine	Member	0772090700
		Afoyo mungu Daisy	Member	0782562030
		Berocan Agnes	Member	
		Giramia Naume	Member	0772723391
		Manthawun Elizabet	Member	
		Miiya Sunday	Member	
		Sabiti Mahem	Member	0777855809
		Thorach James	Member	
		Piranok Slivia	Member	0760939496
		Opapirwoth Amos	Member	
		Mungu dit Byron	Member	
		Opio Joseph	Member	0786355173
		Ayiorwoth Hope	Member	
		Mandhawun Ida	Member	
		Kayenyparwoth Irine	Member	
		Fualal Prisca	Member	0760950129
		Adoktho Patricia	Member	
		Akutu Jenifer	Member	
		Othora Irene	Member	0785690175
		Oucha Lusiana	Member	
		Veronika Pifua	Member	
		Ongan Nataline	Member	0773288398
		Jap.Safia Oduba	Member	0785514380
		Opor William	Member	
		Kerunga Keneth	Member	0779677363
		Acibo Agnes	Member	
		Pifua Veronica	Member	
	Nyaravur-Farmer group	Afoyorwoth Syniaia	Member	
		Sikujuwa Prisca	Member	
		Afoyrwoth Jeremy	Member	
		Atizuyo Mercy	Member	
		Ayomirwoth Samantha	Member	
		Waparwoth Stephen	Member	
		Nimurungi Derrick	Member	
		Afoyorwoth Shamira	Member	
		Oyungrwoth Fiona	Member	
		Atim Anna Maria	Member	
		Mwaka Emmanuel	Member	
		Kumagum Jovan	Member	
	Nyaravur Secondary School	Alochi Zion	Student	
		Kwiocwiny Sarah	Student	
		Mugisha Francis	Student	
		Munguneno Kizito	Student	

		Oyungrwoth Anthony	Student	
		Jakisa Victor	Student	
		Kwiocwiny Joviah	Student	
		Ukirwoth Kennedy	Student	
		Ayiomungu Sandra	Student	
		Alochi Scovia	Student	
		Munguriek Javan	Student	
		Awekonimungu Deizy	Student	
	Nyaravur sub-county officials	Thugitho Festo	FORTC	0772994137
		Abukulu Nelson	Vet Officer	0779685555
		Kyomuhendo Agnes	Agric Officer	0787784612
		Abedkane Erick	CDO	0779202213
		Openjuru Jane Enid		0782405616
	Angal Trading Center	Chonga Frakline	Opinion Leader	0752573145
		Odagiu Tonny	Opinion Leader	0779073335
		Fr.Robert L.Ochola	Religious Leader	0782482608
	Parombo Primary School	Kwiocwiny Britney	Pupil	
		Kwiocwiny Benadette	Pupil	
		Ofoirwoth Felix	Pupil	
		Ocopcan Derick	Pupil	
		Awekonimungu Sherifa	Pupil	
		Mungu-riek Samuel	Pupil	
		Anyiovi Gerald	Pupil	
		Byamukama Syema	Pupil	
		Oyirwoth Maurice	Pupil	
		Mbabazi Liberty	Pupil	
		Giramiya Nema	Pupil	
	Parombo Sub-county officials	Ogwang Thomas	S/Chief	0776602211
		Okecha Lawrence	C/M LC 3	0776580994
		Wokorach Stephans Wamala	AO	078991925
		Opira fabiano	Elder	0772463121
	Parombo Primary School	Ayomirwoth Sharon	Pupil	
		Kwonirwoth Collet	Pupil	
		Daniel Ngageno	Pupil	
		Ayiorwoth Priscila	Pupil	
		Mungudit Dam	Pupil	
		Openjuru Rogers	Pupil	
		Parmu Juliet	Pupil	
		Mungo jakisa Marvin	Pupil	
		Akello Safia	Pupil	
		Mungu jakisa Allan	Pupil	
		Afoyorwoth Florence	Pupil	
		Mungu jakisa Constantine	Pupil	
	Parombo	Olarker Charles	Teacher	0777741899
		Ringtho Patrick	Teacher	0782587337
		Ilulaba Haruma	Teacher	07544983385
		Ojanga Richard	Teacher	0778472060
		Turyahabwe Moses	Teacher	0778094004
		Tabu Josephine	Teacher	0781226258
		Wandera Francis	Teacher	0774933254
		Nabirye Evaline	Teacher	0776245574
		Arinaitwe Deogratius	Teacher	0775626300
		Onziru Rose	Teacher	0774928603

		Lakareber Sawiya	Teacher	0778900006
		Okethwengu Faustin Lamberts	Teacher	0782830820
		Abeka Robert	H/tr	0775719721
		Onenkwo Santo	Dh/t ii	0777082802
		Zango Smea	Dh/t i	0774467685
		Ochakacon Morris	Dos	0784633832
		Ayomirwoth Grace	Teacher	0787384941
		Andrua George	Teacher	0775502341
		Kakura James	Teacher	0778313404
		Opyem Lawrence	Teacher	0771627355
		Candia Yudiayuda	Teacher	0784324223
Pakwach	Alwi women group	Adokorach Betty	Chairman	
		Akello Janet	Secretary	
		Atyeronimungu Christine	Member	
		Bithum Josephine	Member	
		Awekonimungu Joice	Member	
		Owachi Nora	Member	
		Michan Agnes	Member	
		Mariela Ochima	Member	
		Bernitho Lucy	Member	
		Wanirwoth Irine	Member	
		Ayiorwoth Harriet	Member	
		Dokotho Caron	Member	
		Ajarova Jackline	Member	
		Oroma Alice	Member	
		Oroma Agnes	Member	
		Masendi Sheila	Member	
		Akenda Joice	Member	
		Mandhawun Ibergia	Member	
		Adong Lilian	Member	
		Awachango Aarriet	Member	
		Oyungi Beatrice	Member	
		Muber Joice	Member	
		Amia Flavia	Member	
		Adoko Joice	Treasurer	
		Anicanirine	Member	
		Ayiorwoth Christine	Member	0776645770
		Adoko Ggrace	Member	
		Acen Mercy	Member	0782706876
	Alwi Seed Secondary School Alwi Primary School	Omikurunirwoth Alex	Student	
		Oyungrwoth Mary	Student	
		Rwothomio Julius	Student	
		Mungu jabangwa Fiona	Student	
		Ayiyorwoth Liberty	Student	
		Jakuma Pacific	Student	
		Bukenya Brenda	Student	
		Julu Jovia	Student	
		Jones Paul	Student	
		Rwothomio Calvin	Student	
		Jakuma Sunday Leu	Student	
		Ogen Benny Odero	D/headteacher	0772019528
		Ngamita Ritah	Pupil	
		Yik pa mungu Laurine	Pupil	
		Awekonimungu Scovia	Pupil	
		Wangu-ich Godfred	Pupil	
		Ngabijay Jeremy	Pupil	
		Parmu Stiv	Pupil	
		Oyirwoth Derrick	Pupil	

		Jawa Francis	Pupil	
		Ogenrwoth God's will	Pupil	
		Pimer Sandra	Pupil	
		Pimer Trinity	Pupil	
		Ajolorwoth Risper	Pupil	
	Alwi Ley Primary School	Ozuga William	Deputy HM	0783640810
		Akenda Sisto	Cathecist	0773839218
		Kabino Florence	V/Secretary	0770921072
		Mandawun Grace Opio	In-charge Health	0778045887
		Onencan Calbert	SMC member	0774595657
		Adubango Omoto	PTA member	0777374180
		Nyolonga Dennis	Teacher	0787622203
		Udongo Stanley	C/Man SMC	0780993262
		Ayikanying Francis	Cultural leader (Rwot) Alwi Chiefdom	
		Retired Reverend Onespro Orach	Opinion leader	
	Panyango Pamitu Primary School			
		Opakrwoth Chrispus	Pupil	
		Rwothomio Jeremy	Pupil	
		Kayesu Ruth Sheila	Pupil	
		Kwiocwiny Brenda	Pupil	
		Kwiocwiny Sarah	Pupil	
		Aweko Nimungu Winnie	Pupil	
		Giramia Pamungu Comfort	Pupil	
		Ongey wun Rajab	Pupil	
		Jakisa Saviour	Pupil	
		Ogenrwoth Michael	Pupil	
		Para rwoth Chrisper	Pupil	
	Mungudit group	Afoyocan Gladys		0788735857
		Vicky Odoni		
		Owiny Grace		0770608148
		Owinja Sanita		
		Mono kuma Charity		0778370919
		Faira Colley		
		Ongiyo Christine		
		Akelle Gorety		
		Ngamita Celly		0786276620
		Aporo Lydia		0786450771
		Njeri Susan		0775372741
		Ocwii Scovia		0782337651
		Papiko Irene		0778233941
		Atim Betty		0773883796
		Atim Rursi		
	Panyango Secondary School	Rubangakene Pius	Student	
		Ogenrwoth Innocent	Student	
		Okurboth Absalom	Student	0789615810
		Labongo Patrick	Student	0770415502
		Kayenypamungu Clare	Student	0781097702
		Anirwoth tracy Faith	Student	0760053410
		Apio Bridget	Student	0774744013
		Anecho Blessed Lucy	Student	
		Mwacan Josephine	Student	0778915045
		Pimer Prudents	Student	0778138451
		Aforyorwoth Fridah	Student	0787004377
		Kayenyparwoth Zura	Student	

		Munguleng Sebastian	Student	
		Aium Evelyn	D/ht	0782616443
		Onegi Boniface	Agric teacher	0777792787
		Angwech pPtience Nancy	Agric teacher	0784270854
		Coope Joseph	D/htii	0777673048
		Aluma Kennedy Kizito	Bio.teacher	0784641189
		Aryam Aron	Agric.teacher	0773837113
	Panyango Sub-county Officials	Othubi Henry	SAS	0782631641
		Berocan Jimmy	FO	0772320225
		Okurmu Edimond	AO	0785849464
		Ocan Comfort Hellen	CDO	0782117298
		Oroma Victoria	Parish Chief	0779407247
		Ayikanying Robert	Director of Studies	0778759040
		Muhundi Patrick	Parish Chief	0774883814
		Ubomba Penina	Parish Chief	0754068735
		Canrieko B.E Jarom	Parish Chief	0777623435
		Musosa Jatho wilfred	C/person Head Teacher's Association	0776511235
		Bakhit Siama	P/chief	0774491502
		Ocanda Kenan	SDA	0772994973
	Pakwach (yookwo farmer group)	Kumakech Emmanuel	Chairperson	0771088679
		Oriekwun Alfred	Sectretary	0778205623
		Bajuma Innocent	Member	0786856275
		Kwiocwiny Gloria	Member	0788547085
		Oyeki Evaline	Member	
		Awacango Roseline	Member	
		Yikparwoth Oliver	Member	0778058924
		Acen Jeneroza	Member	
		Dokocho Joseline	Member	
		Oyeki Asinaty	Member	
		Oyirwoth Donald	Member	0783593371
		Okumu Patrick	Member	0788706830
		Ongier Melki	Member	
		Atimango Jeska	Member	
		Fuarwinyo Night	Member	
Pakwach	Paroketo Secondary School	Odongo Jolly Isaac	Teacher	0772086204
		Ofoyrwoth Douglas	Student	0770933382
		Mugisa Haron	Student	
		Opakrwoth Habert	Student	
		Okirwoth Livingstone	Student	0761061649
		Beropamungu Joknitter	Student	
		Biywaga Juliet	Student	
		Masendi Francis	Student	
		Ogenrwoth Desmon	Student	
		Mungudit Daphine	Student	
		Ogenrwoth Pius	Student	
		Olweny Joshua	Student	
		Amito Eunice	Student	
		Apio Mercy Munguryek	Student	
		Girania Travor	Student	
		Oyungrwoth Trinity	Student	
	Povona Primary School	Pimer Esther	Pupil	
		Yikparwoth Saviour	Pupil	
		Otimnimungu Julis	Pupil	
		Mungu jakisa Bright	Pupil	

		Yub parwoth Dan	Pupil	
		Agenorwoth Rasmus	Pupil	
		Oyi rwoth Reagan	Pupil	
		Ayiyorwoth Prossy	Pupil	
		Opakrwoth Evaristo	Pupil	
		Oyungrwoth Agnes	Pupil	
		Oyenyboth Immaculate	Pupil	
		Maditparwoth Estinn	Pupil	
		Edezu Lawrence	Pupil	
	Pakwach Sub-county Officials	Anena Mary Racheal	Senior Administrative Assistant (SAS)	0772069947
		Gwoktho Cephas	C/man	0758095643
		Okumu Douglas	CDCO	0775935214
		Olum Christopher	AO	0782325029
		Canfua Lilly Ngira	P/Chief	0785044415
		Amari Benson	Mukale P/chief	0774731604
		Opoipimungu Joshua	Office attendant	0776372955
		Angeyorwoth Consolate	Intern agriculture	0777109688
		Adongu Richard	FO	0778775662
		Cekecan O.Isaac	Sec.Production	0771212429
	District Officials	Canpare Robert	DVO	0772855719
		Oweka Jenifer	SEO	0776460597
		Hon.Acayo Christine	DEO	0773663118
		Picho David Ongi	DFO	0782430438
		Habajja Samuel	DPO	0772342228
		Omito Robert Steen	LC V	0773330571
	Farmer group	Mugisha Marious	Member	
		Ocokuru Albert	Member	
		Odongo Patrick	Member	
		Ngamita Jenipher	Member	
		Odongo John Baptist	Member	
		Adokorach Anita	Member	
		Kwiocwiny Jenipher	Member	
		Wanok Victor	Member	
		Opio Jeremy	Member	
		Zawadi Ratio	Member	
		Munguryek Lydia	Member	
		Oromchan Richard	Member	
		Onenchan Walter	Member	
		Ayerango Beatrice	Member	
		Atimango Beatrice	Member	
		Oucha Natizio	Member	