

Evaluation Report for Community Managed Disaster Risk Reduction Intervention Approach and Methodology Employed in Karamoja Region



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Acronyms

ACTED	Agency for Technical Cooperation and Development
C&D	Institute for International Co-operation and Development
CBDMP	Community Based Disaster Management Plan
CDMC	Community Disaster Management Committee
CMDRR	Community Managed Disaster Risk Reduction
CP	Contingency Plan
DCA	DanChurchAid
DRR	Disaster Risk Reduction
ECHO	European Commission Humanitarian Aid and Civil Protection Department
FAO	Food and Agricultural Organisation of the United Nations
NGO	Non-Governmental Organisation
PFS	Pastoral Field School
SCiU	Save the Children in Uganda
SSD	Social Services and Development (SSD) – Caritas Moroto
UNISDR	United Nations International Strategy for Disaster Reduction
WUC	Water Use Committee

Executive Summary

DanChurchAid, leading a consortium of partners that includes the Agency for Technical Cooperation and Development (ACTED), Cooperation and Development (C&D), and Caritas Moroto (SSD), have recently concluded a sixteen month ECHO funded Drought Preparedness project. One of the key components of the project was to implement the Community Managed Disaster Risk Reduction (CMDRR) approach in communities in the Karamoja region of Uganda and the North Pokot district of Kenya. The CMDRR approach is a bottom-up community development strategy to increase resilience of participating communities in the face of disaster by providing them with the tools to assess their potential hazards and create strategies to address them. The complex challenges facing the Karamoja and North Pokot areas, and indeed the greater horn of Africa region, require innovative approaches, such as CMDRR, that will prepare communities to mitigate the effects of disasters as opposed to providing relief at the time of disasters. Karamoja and North Pokot district of Kenya are fraught with a number of institutional and natural disasters, chief among them is drought and its associated consequences.

The main purpose of this evaluation and assessment was to understand how and whether the CMDRR approach contributed to increasing communities' resilience and preparedness to hazards, including drought, in the areas of intervention. In addition, the evaluation looked at how the various partner's implemented the CMDRR approach and how this contributed to the overall success of the intervention. Relevance, processes, challenges, lessons, and benefits of the approach were assessed through focus group discussions, key informant interviews, and a desk review of reports and literature about CMDRR in Karamoja. Sixteen, out of the total 26 communities – that included two school based programs– from five districts, implementing CMDRR activities were studied. Insights from local government authorities and the implementing partners were also obtained, in addition to a thorough analysis of implementing partner documentation of CMDRR activities.

The study shows that communities implementing the CMDRR approach have acquired significant knowledge in establishing Disaster Risk Reduction (DRR) measures within their communities. The training sessions conducted by the implementing partners and community participation in the actual implementation of projects have increased communities' appreciation of collective efforts in mitigating the effects of disasters within their localities. Communities have demonstrated the importance of planning and designing action plans for disaster management. It is evident from the Community Based Disaster Management Plans (CBDMPs) and respective contingency plans of the communities that capacity exists within the communities themselves to propose and implement programs that can solve critical challenges faced in the region.

Implementing partners made attempts to follow the standard CMDRR process that involves creating community awareness, participatory disaster risk assessment, development of disaster risk reduction action plans, and community involvement in supported projects. Different community entry points were chosen by the partners, however, it was evident from this study that communities with clear entry points such as Pastoral Field Schools (PFS) and Water User Committees (WUCs) produced stronger Community Disaster Management Committees (CDMCs), having a cohesive CDMC lessened group dynamics challenges and thereby contributed to more effective CMDRR implementation.

Entry points, programme coordination and provision of support to communities presented the main differences among partners during CMDRR implementation. ACTED and C&D used PFS and WUCs respectively while SSD employed school environment clubs for the school based programmes and established new committees in the other two communities they supported. Coordination between the implementing partner and communities was mainly achieved through implementing partner staff for ACTED and SSD while C&D contracted community-based facilitators to provide linkages with the communities. Using community-based facilitators was important for the process, nonetheless, they required constant technical backstopping by the NGO staff and contracted experts. ACTED disbursed funds through CDMC run bank accounts opened in either Moroto or Mbale for the Karamoja area. ACTED CDMCs majorly did the procurement of project materials while C&D conducted joint procurement and direct procurement depending on the type of required supply or service. In the schools supported by SSD, the NGO procured the materials for the projects that included fruit seedlings and watering equipment. For the two communities supported by SSD, funds were disbursed directly as cash to the communities and in few cases, direct purchases were made by the NGO.

A key area of concern observed during this study is that sustainability of the gains made during the CMDRR implementation cannot be achieved by the communities alone. There was limited initiative and drive from the community to kick-start activities without stimulus from external persons/organisations.

Nonetheless, there was sufficient capacity in many of the communities visited to effectively assess and plan mitigation measures against likely disasters. Some implemented projects also had no clear plans for sustainability after NGO support. Cereal banking and retail trade are examples where communities and supporting NGOs did not adequately plan for project sustainability.

From this study, it is recommended that whenever possible, it is important for implementing partners to consider previous experience with communities in selecting community entry points: PFS and WUC's should be target avenues for reaching the communities in the Karamoja region. In the absence of such community based entities, agencies can benefit from increased consultation with local government leaders and any other opinion leaders in the communities. It was not possible to understand the value of using school based committees as the principle participants were not available for discussions at the time of study. Once entry points are identified, the composition of CDMCs should focus greatly on the function or practical contribution of each CDMC member to the process as key criterion, interest group considerations notwithstanding. The inclusion of male youth in the CMDRR intervention activities such as participation in CDMCs or in projects is important as it disengages them from idleness and any potential involvement in cattle raids. In turn, this has the power to enhance peace, as was highlighted from discussions with several CDMCs.

The training programmes for CMDRR should make sure to take into consideration any specific cultural, structural, and gender role differences of the various groups of persons within the region. For instance, in Karamoja where patriarchy is the norm and women are not normally part of public decision making, ensuring that they have an uninterrupted voice is crucial to CMDRR success. The participation of women in CMDRR activities has empowered them to proactively engage in decision making on community development matters. In addition, the region has been and is dependent on aid and donor support, it is vital that communities understand that the process of CMDRR is just as important as the community project itself because it will increase their understanding of how to

mitigate effectively disasters within their communities, not just about what physical benefit their communities will receive from implemented projects.

When executing projects under CMDRR, implementing partners need to play a supervisory and monitoring role and not have direct involvement in procurement of supplies. Management of funds for project activities should be left to the community, although technical backstopping and empowerment on best accounting and business practices and decision making from the partners will be beneficial to the process. From this, it is clear that using bank accounts, though currently cumbersome to some CDMCs, is a best practice for each beneficiary community.

In future planning of CMDRR interventions, implementing partners should work closely with communities to ensure that interventions that have greater potential for sustainability beyond the external funding and support period are prioritised. Mechanisms should be established to ensure sustained benefits from interventions in these communities. On a related note, increased participation and inclusion of local government leaders in the process, at parish, sub-county and district levels can increase the success of the CMDRR interventions and opens avenues for mainstreaming of community plans in government programming. This is largely achieved through increased ownership and involvement, joint planning with the communities, advocacy and through direct influence of the parish and sub-county local governments by district local governments.

Overall, the CMDRR approach has contributed to empowering communities in the targeted regions to devise coping mechanisms to mitigate effects of disasters. The CMDRR programme has been implemented since July 2010, and some community projects are still new and time is needed to assess the overall impact of such an approach in contributing to development of the Karamoja and North Pokot areas. DCA, ECHO, and implementing partners should scale-up the programme, provide adequate training sessions - facilitated by well trained personnel - for communities and also improve support mechanisms for implemented CMDRR interventions.

1. Introduction

1.1 Karamoja – development opportunities and challenges

Karamoja, a semi-arid to arid region of Uganda comprising the seven districts of Abim, Amudat, Kaabong, Kotido, Moroto, Nakapiripirit and Napak, has, over the last decade, been a target of specialised development initiatives due to the complex social, economic and environmental opportunities and challenges the region presents. The Karamoja region has potential for sustainable livestock production, commercial agriculture, and resource extraction development (Ondoga, 2010; Hinton 2011). However, several challenges have been highlighted that negatively affect development in Karamoja. Chief among these are inadequate policy/institutional frameworks, insecurity and competition over scarce resources, unpredictable rainfall patterns, and limited grassroots drought management capacity. These challenges imply the need for alternative development approaches that should target direct participation of the communities in the planning and execution of development programmes. While several attempts have been made by the government of Uganda to stabilise and bring peace in the region through initiatives such as the Karamoja Integrated Disarmament and Development Programme (KIDDP), it is recognised that a holistic approach that targets peace and security building, disaster management, food production, literacy and improved livelihoods, among others is needed to sustainably improve livelihoods in Karamoja.

1.2 The need for CMDRR approaches in Karamoja and North Pokot

The dryland environments that characterise the Karamoja region provide a multitude of challenges and ecological hazards to the populations that inhabit these areas. The region suffers from several natural and man-made disasters, including, but not limited to famine, intermittent droughts, poverty, high levels of illiteracy, high maternal and child mortality rates, insecurity, and low access to safe water, among others (Knaute et al., 2011). Karamoja's conflict situation has also been partly attributed to strong cultural forces that have exacerbated challenges such as cattle rustling and tribal conflicts for over three decades, further confounding development initiatives for health and food sustainability. Regional conflicts in the greater horn of Africa region have also provided a sustained supply of arms to the Karamoja and North Pokot regions, further complicating peace efforts. The government of Uganda and development partners believe that peace is a critical factor in the development of Karamoja.

Drought, the focus of a wider ECHO programme in the horn of Africa is a persistent hazard and threat to the region and exists within the context described above. Despite the severity of the drought threat and the influence it can have on many other aspects of life, communities in Karamoja have hitherto not devised adequate and non-destructive coping mechanisms to mitigate the disastrous effects of severe and prolonged drought. The Ugandan government policies and plans towards disasters such as drought have majorly focused on response rather than preparedness or disaster reduction, a measure that does not solve the problem. The Uganda government has equally just completed the drafting of the National Plan for Disaster Preparedness and Management Policy in 2010, however, the benefits of its implementation are yet to be realised. By adopting the Community Managed Disaster Risk Reduction (CMDRR) approach, pioneered by the International Institute for Rural Reconstruction (IIRR), development partners such as DCA realized that this approach would benefit communities twofold: communities would be adequately sensitised and prepared to reduce or manage their most common disasters while also taking responsibility to develop these plans themselves, empowering them to take charge of their own situation.

The CMDRR approach to managing disasters and consequently reducing poverty and vulnerability has been defined by Binas (2010) as “a process of bringing people together within the same community to enable them to collectively address common disaster risks, and pursue common disaster risk reduction measures. It is a process that mobilises a group of people in a systematic way towards achieving a safe and resilient community. It envisions a dynamic community that is cohesive in making decisions, deals with conflicts, resolves issues, manages collective and individual tasks, respects the rights of each individual, demands their rights and addresses and bounces back from hazard events.” The CMDRR approach, promoted by ECHO partners in the greater horn of Africa region, is based on four major steps or principles: participatory disaster risk assessment and analysis; development of risk reduction measures; building strong community organizations; and participatory planning, monitoring, evaluation and learning (Abdi, 2011; Cordaid and IIRR, 2011).

A number of development partners have, in the past five years, utilised CMDRR principles to build resilience in communities in various parts of the world where natural and man-made disasters had devastated communities. In Ethiopia, CMDRR approaches have enabled vulnerable pastoral communities to avail safe water for humans and livestock, restore degraded areas and preserve pasture for use during periods of drought by digging and rehabilitating wells and by gazetting certain grazing areas during the rainy period. On a similar note, pastoral communities in Kenya have been able to harvest water during the rainy period to support ten thousand heads of cattle for two months in the dry period (Abdi, 2011). Mercer et al. (2009) also explored the use of a community engagement approach to manage future environmental disasters in Papua New Guinea, noting that DRR in communities can benefit significantly from integration of indigenous knowledge within scientific bases.

The CMDRR approach used in Karamoja and North Pokot is thus expected to build stronger and disaster resilient communities through increased participation and ownership of the development programs. Community initiatives such as CMDRR also enable greater benefits such as conflict resolution and peace building among warring communities, one of the region’s greatest development challenges given that peace as a precursor to development cannot be emphasized enough.

1.3 Current efforts in CMDRR in Karamoja and North Pokot

The DCA consortium in Karamoja included Caritas Moroto (SSD), Agency for Technical Cooperation and Development (ACTED), and the Institute for Cooperation and Development (C&D), who among other activities have been using the Community Managed Disaster Risk Reduction (CMDRR) approach to mitigate the effects of drought on livelihoods of vulnerable communities in the Karamoja region of Uganda and in the North Pokot area of Kenya since mid-2010. Save the Children in Uganda (SCiU) also implemented CMDRR activities in the Karamoja region and the Food and Agricultural Organisation of the United Nations (FAO) provided technical support to these implementing partners.

A total of 24 communities benefited from the CMDRR approach for drought preparedness, all primarily supported with funding from ECHO under the fourth phase of their Regional Drought Decision (RDD IV) funds (Table 1). Participatory approaches were used to identify and prioritise potential hazards, establish mitigation measures, and choose community based projects to reduce the risk of disaster. The community projects chosen were mainly focused on income generation, food security, livelihood diversification, and natural resource management.

Table 1: Coverage of partners implementing CMDRR in Karamoja and North Pokot (2010-2011)

Implementing partner	Number of communities targeted	District(s) of Operation	Project areas
ACTED	11	Amudat, Nakapiripirit, North Pokot	Food security, income generation, natural resource management,
SSD	4	Amudat, Pokot	Diversified livelihoods, natural resource management
C&D	11	Moroto, Amudat, Nakapiripirit, Napak	Income generation, food security, natural resource management
SCiU	2	Moroto	Food security and income generation
FAO	Provision of technical support to implementing organisations		

1.4 Purpose of evaluation

The overall purpose of this evaluation was to obtain valid information about how CMDRR contributed to the objectives of the disaster preparedness project of DCA and consortium partners. The evaluation also sought to understand methodological differences among partners and how these affected the attainment of results in the beneficiary communities. Recommendations from this evaluation will also be useful in shaping future programmes and projects targeting disaster preparedness in the Karamoja region.

1.5 Objectives of evaluation

This evaluation was conducted primarily to attain the following objectives:

- i. Assess the relevance of CMDRR approach in the Karamoja and Pokot context;
- ii. Chronicle the main differences in methodologies among partners in how they implemented the CMDRR approach and make recommendations on which approach was most successful;
- iii. Assess the involvement of different stakeholders in the implementation of CMDRR in Karamoja, including communities, district officials, sub-county officials, parish chiefs, NGOs, and any other stakeholders;
- iv. Assess whether there is a sense of ownership within the communities of their plans and activities;
- v. Assess whether the communities have enough overall capacity to be effective in making plans and implementing projects;
- vi. Assess whether the communities of Karamoja and Pokot require the same CMDRR approaches or if special considerations have to be made;
- vii. Assess any constraints or discrepancies in applying the CMDRR approach in the unique semi-arid environment of Karamoja and Pokot;
- viii. Document any lessons learned or best practice scenarios.

2. Evaluation methods

2.1 Study area

This evaluation targeted 16 communities in the Karamoja and North Pokot areas who participated in the CMDRR interventions. Attempts were made to visit all districts that implemented CMDRR under the DCA-led ECHO funded project and these included Moroto, Amudat, Nakapiripirit, Napak, and North Pokot (KE) districts (Figure 1).

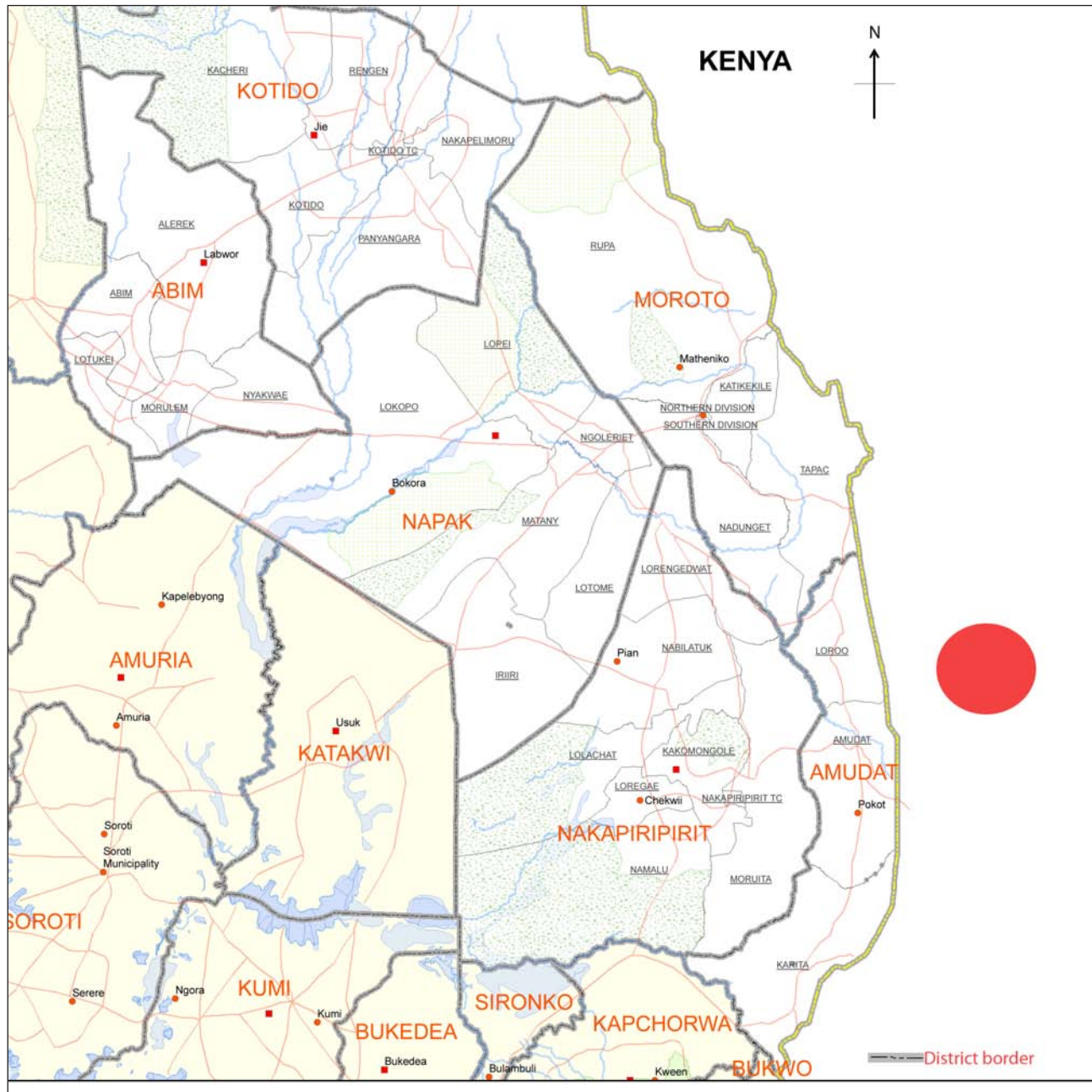


Figure 1: Study districts in Karamoja (Amudat, Moroto, Nakapiripirit and Napak). Red mark shows the approximate location of North Pokot district of Kenya.

2.2 Sampling

Of the 26 communities that implemented the CMDRR approach, sixteen were purposively sampled based on five key criteria that included implementing partner coverage, country, district of beneficiary communities, ethnicity, and type of project implemented. These criteria allowed the greatest possible coverage of the different beneficiary communities. Effort was made to capture as much variation in terms of project intervention, ethnic diversity, as well as geographical differences (Table 2).

Table 2: List of communities evaluated for the CMDRR approach implementation

District	Sub County	Parish	Village/group name	Selected Project	Ethnicity
C&D COMMUNITIES					
Moroto	Nadunget	Loputuk	Apetaoi	Retail shop	Matheniko
	Tapac	Tapac	Akariwon	Cereal banking	Tepeth
Amudat	Amudat	Loburin	Kakres	Goat rearing	Pokot
Nakapiripirit	Moruita	Moruita	Kopedur	Cereal banking	Pian
Nakapiripirit	Natirae	Natirae	Lolachat	Cereal Banking	Pian
Napak					
	Lotome	Kalokengel	Nachuka	Tree planting	Bokora
ACTED COMMUNITIES					
Amudat	Amudat	Katabok	Katabok CDMC	Veterinary drug Shop	Pokot
	Loroo	Achorichori	Achorichori CDMC	Crop production and Agro-processing	Pokot
Nakapiripirit	Namalu	Lokatapan	Lokatapan CDMC	Goat restocking and rearing	Pian
	Lolachat	Natirae	Natirae CDMC	Construction of water pond.	Pian
	Nabilatuk	Kalokwameri	Kalokwameri CDMC	crop production and agro processing	Pian
North Pokot (Kenya)		Nasal	Nasal CDMC	Camel rearing	Pokot
SSD COMMUNITIES					
Moroto	Nadunget		Nadunget SS	Tree planting/ Environmental club	Matheniko
Amudat	Amudat		Pokot SS	Tree planting/ Environmental club	Pokot
Moroto	Nadunget	Nadunget	Lopur	Cereal Banking	Matheniko
SCIU COMMUNITIES					
Moroto	Nadunget	Loputuk	Natapar	Cereal Banking	Matheniko

2.3 Data collection

Evaluation data were collected from sampled communities, local government leaders and implementing partners. Approaches used included desk reviews of field reports and related literature, focus group discussions, key informant interviews, analysis of community plans and physical verification of selected project interventions in the communities.

- a) Desk reviews:** CMDRR is a recent approach to development logic and as such, there was need to obtain as much relevant literature on the subject as possible. Reports, contingency plans, and work plans from implementing partners were also reviewed and summarised whenever necessary. Work plans were essential to understanding the extent of implementation of completed versus planned activities in CMDRR implementation.
- b) Focus group discussions:** Field discussions were held with Community Disaster Management Committees (CDMCs) in the sampled beneficiary communities to gain insight into the relevance of CMDRR, their understanding of CMDRR, projects implemented under the approach, challenges faced in the implementation, progress of the projects, integration into future planning, and suggestion for improvement of CMDRR in the region.
- c) Key informant interviews:** The team also held one-on-one discussions with representatives of implementing partners, local government leaders and elders in the communities. The nature of discussions varied depending on the key person: project partners were asked about several issues including progress with the implementation process, numbers of beneficiary communities, challenges met, lessons, strengths, and suggestions for improvement among others. Discussions with local leaders focussed on their understanding of the CMDRR approach, participation, integration of developed community based disaster management plans (CBDMP) into local government plans, and perceptions about CMDRR, among others.
- d) Physical verification of select projects:** Efforts were made to visit, verify, and document implemented projects in the studied communities. This was done through interviews and discussions with communities, and photographing visible projects. Interim project reports from partners and work plans supplemented this verification.

2.4 Data analysis and compilation

All information obtained was analysed in response to study objectives identified above. Since this was a highly qualitative study, responses from the different communities were collated for further synthesis.

3. Results and Findings

3.1 Entry points and creation of Community Disaster Management Committees (CDMCs)

The standard CMDRR process of site entry and rapport building involves the organizer/ development worker establishing rapport and a constructive relationship with the community. Developing mutual respect and trust are the key elements that characterize an effective integration of implementing partner development rationale into community programs. The partner implementing CMDRR in Karamoja and North Pokot employed different avenues to reach the communities, each based of varying degrees of established community relationships.

3.1.1 Beneficiary community perspectives

During FGDs, communities were asked about their involvement in the process of creating CDMCs. In all the communities visited, the process of forming a CDMC was preceded by a parish meeting in which all villages were invited to one place for a meeting. At that meeting, all villages nominated representatives to the Committee based on ability to perform various duties, a representative for the youth on the committee, a representative for the elderly, gender and consideration for the most vulnerable and special interest groups were also made. Only in one community of Lolachat Sub-County in Nakapiripirit district (the Natirae Cereal banking CDMC), was a deliberate move made to exclude disabled persons on the basis of inability to perform desired duties on the committee.

SSD used school environment clubs as entry points for school based CMDRR projects and made deliberate consideration for including equal numbers of male and female students as members of the environment club. Capability of the students to participate in the CMDRR interventions was also considered for inclusion into schools' environment club. In working with communities, SSD made direct approach to communities after a needs assessment and previous baseline surveys conducted by the NGO.

In some of the communities, it was ensured that a representative from local council or government (local councils or parish chief) was included on the CDMC. This was the case for Lokatapan and Kalokwameri CDMCs in Namalu and Nabilatuk sub-counties of Nakapiripirit district respectively. In all communities, a CDMC had to be composed of men and women, the youth and the elderly. This was found to have been followed very well in all communities and there was evidence of a harmonious existence, and more importantly, this inclusion took advantage of synergies that accrue by bringing together various members of the community. For instance, the challenges related to looking after livestock by the youth, local coping mechanisms by the elders, and challenges of providing for families by women seem to have been taken into consideration.

3.1.2 Implementing partner perspectives

ACTED and C&D supported communities that they had previously worked with in earlier project interventions. ACTED employed Pastoral Field Schools (PFSs) and C&D used Water User Committees (WUCs) as key entry points into the communities (Table 3). SSD used the school based environment club as the entry point for Nadunget S.S and Pokot S.S in Moroto and Amudat respectively, and two communities identified through a needs assessment as noted above. It is important to note that the school environment clubs approach of implementing CMDRR activities was a modification from the standard community led approach involving an elaborate process of Participatory Disaster Risk Assessment and Analysis (PDRA&A), Development of Risk Reduction Measures, Building strong

Community Organizations, Participatory Planning, Monitoring, and Evaluation and Learning where the communities are central in defining, identifying and solving community challenges. Nonetheless, using school based communities opens another avenue for implementing CMDRR interventions. School environment clubs were constituted of 30 students per school with two patrons (teachers at the school) in each environment club. The school patrons and school administration were crucial in the formation of the schools environment clubs and supporting CMDRR interventions.

ACTED, SSD and C&D revealed to the evaluation team that they consulted with local government authorities prior to interaction with the groups. The local leaders especially at the sub-county and parish local government level were crucial in community mobilization and awareness creation regarding CMDRR interventions together with the implementing partners. The local leaders participated in community meetings for brainstorming on CDMC selection criteria and selection of the CDMCs.

The ACTED CDMCs members were elected during community meetings whereby the community members in attendance lined up behind their preferred candidate among the nominated persons to the CDMCs. ACTED considered community/village representation, representatives of the women, elders, clergy, elderly and persons with disabilities (PWDs), youth and local government officials wherever it was applicable as the selection criteria for the members of CDMCs. The CDMCs were trained on group dynamics immediately after the formation.

C&D selected facilitators and trained them on CMDRR approaches. The facilitators were later dispatched to their respective communities; facilitators were tentatively assigned to their own communities of origin. Facilitators participated in community mobilization with the local leaders with support from C&D staff. During the process, the role of CDMCs was shared with the communities and criteria for selection of CDMCs developed. The criteria included: representation of each village in the parish, trustworthiness of the members, motivation and ability to actively participate in project implementation interventions, 50% literacy of the CDMC members. Other key stakeholder groups included elders, youth, women, and PWDs. The CDMC was then formed by a self-selection exercise by the communities with guidance from C&D. Local leaders were willing and collaborated in establishing the CDMC selection criteria and their input and support was essential in the selection of key members, giving the project adequate visibility, recognition and locating the appropriate venues for community meetings. However the involvement of most leaders at sub-county and district level was limited to joint monitoring visits and official meetings.

SSD CDMCs were selected following nomination of members by the community and by some members voluntarily expressing interest in being on the CDMC who were then vetted by the community members present in the selection meetings. The selection criteria for CDMCs included commitment and availability of the person, consideration of gender and active age group (16-35 years), a person to represent the household as a direct beneficiary. Vulnerable households were given first consideration and the selected member had to be a resident of the village.

3.1.3 Local government perspectives

Interviews with local government leaders, especially at the sub-county local government level, indicated limited consultation by the implementing partners prior to the CMDRR interventions. For local leaders who were consulted and involved during the CMDRR process, they mentioned community mobilization and sensitization during the initial entry phase and later monitoring of the

implemented interventions as their key roles in the CMDRR approaches in their communities. In Namalu and Nabilatuk sub-counties, in Nakapiripirit district, some parish level local government leaders were incorporated into the CDMCs in an attempt to facilitate adoption of the developed community plans into the local government planning and foster ownership by the local government authorities of the CMDRR interventions. This was a strategy initiated by ACTED though it did not show any increased consideration of such community plans into local government planning during this study.

Some politically elected local government leaders such as those in the Local Council (LC) system at sub-county levels showed limited knowledge of CMDRR interventions due to the fact that most of these leaders had just been recently elected into office and as such did not have much involvement and grasp of CMDRR interventions and activities compared to their predecessors. However, following discussions on CMDRR, the interviewed local government leaders expressed appreciation of the relevance of the approach to community development as a community led process. A few of the local government leaders did participate in CMDRR activities and these were conversant with the approach and expressed support for it. They listed participation, involvement, ownership, empowerment, decision making, resilience building and communities learning together as some of the crucial aspects of CMDRR as an approach.

3.1.4 Key lessons in approaching communities

- There was evidence of good performance and harmony in groups that had earlier been engaged with the agencies either through Water User Committees for the case of C&D and Pastoral Field Schools among ACTED groups. There were less group dynamics related complaints such as lack of trust and transparency among the group leaders, and better appreciation of synergies through separation of responsibilities.
 - Newly formed groups intimated lack of transparency and accountability from group leaders.
 - There is need to encourage future implementations of work with past groups that have shown good working experience with the different implementing partner organisations.
 - It is equally important to train CDMCs in group dynamics to build relations and trust among the committee members, especially in groups where no past entry point is being utilised.
 - The criteria for selection of CDMCs by all implementing partners showed attempts to cater for all special interest groups within communities such as the elderly, youth, women, and PWDs. This ensured a desirable mix of ideas and harmony within the CDMC and more importantly, the interest and unique challenges of such persons were taken into account.
 - There is need to increase the involvement and engagement of non-politically elected local government leaders in CMDRR interventions.
 - It is also essential to build on the present appreciation of CMDRR as a community development approach by the local leaders into future interventions in the Karamoja and North Pokot areas.
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Table 3: Summary of CDMC composition and selection criteria by different implementing agencies

NGO	Key Entry Point(s)	Number of target communities by partner	Average number of CDMC members	Role of local Leaders/ Authorities	Selection Criteria	Summary of the Selection Process
ACTED	Pastoral Field Schools	11	10	<ul style="list-style-type: none"> Community mobilization Joint supervision and monitoring of activities Technical backstopping 	<ul style="list-style-type: none"> Community/village representation Representatives of women, elderly and Persons With Disabilities (PWDs), elders, clergy and local government officials whenever possible. Community mobilization and awareness creation on CMDRR 	<ul style="list-style-type: none"> Held community meetings, selection of CDMCs by lining behind candidates Formation of CDMCs and training on group dynamics.
C&D	Water User Committees	10	20	<ul style="list-style-type: none"> Community mobilization field facilitators Establishment of CDMC selection criteria, selection of key target members Project visibility and recognition Locate meeting venues Technical support 	<ul style="list-style-type: none"> Community/Village representation Trustworthiness of the members Motivation and ability to actively participate in the project implementation 50% literacy of group members Representatives of elders, youth, women, Elderly and People With Disabilities (PWD). 	<ul style="list-style-type: none"> Field facilitators selected and trained on CMDRR. Field facilitators dispatched to respective communities Mobilization of local communities Role of CDMCs shared with the community Selection criteria for CDMCs developed Self-selection of the CDMCs. Training of CDMCs on CMDRR approach, business management, record keeping and good agronomical practices
SSD	School Based Committees/ School Environment Club	2	30 for school based committees	<ul style="list-style-type: none"> School administration prepared and organized the students and patrons to constitute the school environment club 	<ul style="list-style-type: none"> 50:50% male and female members respectively Members of the school environment club Capability & willingness Patrons of the school environment club. 	<ul style="list-style-type: none"> School administration briefed about project/ CMDRR by SSD Formation of a 30 member environment club Training and engagements of the group in CMDRR activities.
	'Direct' approach	2	30	<ul style="list-style-type: none"> Monitor progress of projects Provide technical support Guide in the selection of appropriate enterprises 	<ul style="list-style-type: none"> Active age group of 16-35 years Commitment and availability of person Gender consideration Household representatives including those that are vulnerable Resident of village 	<ul style="list-style-type: none"> Baseline survey and needs assessment by SSD Community mobilization and awareness creation Nomination of members to the CDMC Voluntary expression of interest by members into the CDMC and vetting of such persons by the community.

3.2 Community training and development of CBDMPs and contingency plans

The CMDRR approach is based on four major steps or principles: (1) participatory disaster risk assessment and analysis; (2) development of risk reduction measures; (3) building strong community organizations; (4) and participatory planning, monitoring, evaluation and learning (Abdi, 2011). Community training is a key component of the CMDRR approach given that an adequate understanding of the rationale behind the approach is paramount to the success of the approach in any community. The training sessions conducted by the implementing partners were organised to include building knowledge about the approach itself as well as conducting the different activities associated with the above general principles of CMDRR.

3.2.1 Beneficiary community perspectives

During FGDs, communities were asked about the training undertaken, processes of forming CDMCs, development of Community Based Disaster Management Plans (CBDMPs) as well as development of Contingency Plans (CPs), and their involvement at every stage in the process of identifying and implementing CMDRR interventions in Karamoja and North Pokot.

Training on CMDRR

Implementing partners organised and facilitated training sessions on the CMDRR approach. This training provided an overview of the whole CMDRR approach, hazard/ disaster analysis as well as capacity and vulnerability assessment. ACTED and SSD trained the CDMCs directly through their staff while C&D used facilitators who were hired and trained on CMDRR before they trained and coordinated the formation of CDMCs. Membership of CDMCs ranged between 10 and 30 members. This was intended to remain small compared to targeted beneficiaries for purposes of easy coordination as these were to play oversight roles as community representatives.

Study communities exhibited some knowledge of CMDRR, although many of the concepts therein proved difficult to understand or master in several instances. This was not only the case with communities but with facilitators too, especially where it became difficult to get all concepts translated into the local languages. Communities generally defined a hazard as a natural threat whose impacts on potential victims can be reduced by greater preparedness. They further stated that with more community capacity in place, a hazard may never translate into a disaster and that disasters are not “acts of God” as earlier believed. Due to the nature of the region, arid and semi-arid, it was no surprise that most communities clearly understand CMDRR as preparedness to reduce effects of drought. The region has had a long history of extreme weather conditions commonly floods and drought, but according to reports from most communities, the impacts of drought are more severe than impacts of flooding.

The communities demonstrated an understanding of the CMDRR approach, that most consider an approach that uses the communities’ strengths to overcome the detrimental effects of hazards. There was adequate capacity built among the communities with regard to CMDRR approaches and interventions through trainings and engagement/undertaking of the interventions. The training sessions should have been sufficient but communities observed that challenges such as low literacy levels, other competing activities by some CDMC members, especially the women, who are the major providers in their families, led to divided attention during some training sessions and impacted subsequent implementation of CMDRR activities. Some implementing partners tried to overcome this by giving a small training allowance and payment for work on CMDRR projects. For

most communities, training had to be done in either Pokot or Ngakaramojong, because of high levels of illiteracy, a factor that further complicated some of the already confusing terms and concepts of CMDRR.

Trainings of the CDMCs were held at appropriate venues within the community, such as schools and health centres. The training sessions, were attended by CDMC members selected in most communities, required several days, and covered topics on CMDRR as an approach, grants management, disaster risk assessment, and vulnerability and capacity assessment. Trainings on average lasted one day to three days while in a few communities there were 5 day trainings and all methods used emphasized group dynamics, observations, and lectures to pass on knowledge to community trainees. Some of the long trainings were broken into phases by some implementing partners, such as ACTED. The main purpose/objectives of the training evolved around preparing and equipping CDMC members with skills in developing CBDMP as well as CPs.

Developing Community Based Disaster Management and Contingency plans

The CDMCs underwent training on CMDRR methodologies from which they then developed CBDMPs. This CBDMP development involved: community profiling, hazard identification, assessment and selection mainly through stone piling methodology¹, hazard profiling, community vulnerability assessment, community capacity assessment, strategy specific needs identification, strategy specific needs prioritization, and disaster management planning on prioritized strategies. From the community plans and depending on the prioritized hazard, the communities, with facilitation and guidance from implementing partners, selected one project for implementation. This was done after considering the potential of the project to actually reduce the risk of drought hazard posed to the community, considerations of cost of project / budgeted cost, targeted beneficiaries as well as sustainability issues. All other proposed and prioritized interventions in the CBDMPs were left to the CDMC to implement by themselves or in partnership with other agencies, and or government authorities.

Because drought was mentioned as the most commonly occurring hazard, many communities included mitigation measures against drought. The drought hazard was also the main focus of this project and mitigation measures proposed included construction of ponds, rearing of livestock, cereal banking, retail shop businesses, agro processing and peace discussions with other communities to enable access to pasture during periods of drought for communities in the CBDMPs. Communities used several indicators during the hazard assessment process to signal a drought, these included: excessive dry winds, extensive prolonged scorching heat and sunshine, delayed rainfall, shading and drying up of trees and plants, drying up of major water points, livestock/animal anxiety and stress, certain animal characteristic cries and the presence or absence of certain birds. Other hazards faced by the communities were also mentioned and ranked by the community and these were included in the CBDMPs. Some of the other hazards the community identified included insecurity, both for human beings and livestock, and occasional floods.

¹ Stone piling is a participatory ranking method in which community members were given ten stones each with which to identify and rank the listed hazards in order of potential impact.

The training facilitators made all efforts to explicitly emphasize the focus of the project on drought risk reduction measures. All CBDMPs and CPs were guided by the drought hazard and all mitigation measures focussed on drought risk. For some communities, there was evidence of sharing CBDMPs with local government leaders, generally as a direct result of including a local government leader, usually at parish chief level, on a CDMC. However, these CBDMPs and CPs were not duly considered or even incorporated in any of the sub-county or District Disaster Management Plans, even in the sub-counties that received them. In response to drought, all contingency plans focussed on provision of food aid, construction of cereal banks and access to credit by households during the drought periods.

Analysis of the CPs portrays the paramount importance communities attach to cereal banks in drought times, showcasing the need for food stock within the communities. Given the security situation in most areas, it poses a security threat for people from one community to move long distances in search of food and pasture during periods of severe scarcity and prolonged drought. Provision of food aid as a contingency plan reinforces elements of community dependency and should be discouraged as efforts now focus on creating self-dependent and resilient communities.

3.2.2 Implementing partner perspectives

Implementing partners made efforts to provide adequate training to the CDMCs on the CMDRR approach. ACTED and SSD carried out direct training of the CDMCs by their staff while C&D used community based facilitators who had been trained on CMDRR by C&D. Reports from both the implementing partners as well as some communities show that knowledge and skills of CMDRR has been imparted to the CDMCs.

Problems faced by the agencies during training mainly related to training materials, language and the challenge to keep focused, motivated and trainable CDMC members. CMDRR is a relatively recent approach with terminologies that were not very easy to translate into local languages. This posed considerable hindrances to effective training which was worsened by the low literacy levels of most CDMC members. The biggest threat to the training however was motivation. Members of the CDMCs who were selected for training were discouraged from full-time participation in instances where no promises of training allowances were made. ACTED and C&D arranged to give training allowances as compensation for the time during training sessions.

Other challenges faced by implementing partners during the training included the time constraint. The time allocated to the training sessions in some cases was inadequate to cover all proposed topics, made worse by the fact that every single topic ended up taking a lot more time than allocated. The distance to some communities where trainings venues and facilities were located was very far and created hard moments for the training facilitators that meant that such trainings would be delayed as the time of travel had to be considered.

CDMCs took the lead in developing CBDMPs as well as CPs with technical guidance from the implementing partners. After assessing and evaluating these plans, some of them were presented to sub-counties by communities with implementing partner support and staff as well as facilitators. Furthermore, some of the plans were then shared with relevant authorities and organisations during stakeholder meetings.

3.2.3 Local government perspectives

Responses from local government leaders who were interviewed about the CMDRR approach expressed gratitude towards efforts of creating strong and resilient communities. Although there was a deliberate effort to include local government leaders as part of CDMCs to foster adoption of the community plans into local government planning, there was insufficient evidence to show increased adoption of the plans by the local government. There was however, evidence of stronger project visibility because of the involvement of local government leadership in project activities.

There were communities in which it was established that prior to project implementation, there was limited or no consultation/involvement of local government leaders and these communities exhibited signs of friction between CDMC members and local council leaders, something that could impact negatively on project success and sustainability.

Both the sub-county and district local government levels are important in introducing the community plans. The sub-county will be the principle level of the community plans into local government planning and hence a good understanding and involvement of sub-county officials will be important in consideration of community plans into the local government plans. The district local government level through the District Local Council Chairpersons and Chief Administrative Officers (CAOs) are useful for advocacy, lobbying and influence over lower local government to incorporate community plans into local government plans. Also, the deliberate use of the rather less utilized but existing fora or avenues such as the parish, sub county and district disaster management committees will be important in introducing and advancing community plans to the local government. Sharing of the CBDMPs and community contingency plans with such fora will be vital for their inclusion into local government planning.

3.2.4 Key lessons in training and development of CBDMPs

- Any programme activities that involve women within a pastoralist setting like Karamoja and North Pokot ought to consider a woman's unique roles in the household and as such, activities, including training sessions, should be conducted at convenient times and durations for full participation and benefits by women.
 - The training curricula for communities participating in CMDRR should be simplified as much as possible by implementing partners and DCA for the maximum benefit of the local context and capacity.
 - It is vital that all implementing partners synchronize their training both in terms of content and length of training. There were varying degrees of success and failure, some of which can be attributed to adequacy and levels of training. All partners should be doing the same training, covering the same training material, and ideally, using the same training manual for consistency. Therefore, more time needs to be taken to train partners (the NGOs) and the field staff (or community facilitators) who will eventually train the communities.
 - For purposes of coherence, it is important that sub-counties are alerted and or involved in the training process. In addition, there is need to ensure that all CBDMPs make their way to the sub-county and district offices. This platform presents an opportunity for the CDMC members to meet their relevant local government official responsible for CPs, and improving avenues for future joint planning.
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- The role and benefits of being a CDMC member require clarification and good levelling of expectations to communities to avoid huddles from members who expect 'motivation' to perform respective duties.
- Language in some instances was reported to have been an obstacle during training sessions especially with translation of concepts into local languages. It is important that implementing partners find ways of explaining concepts in local languages—something that may require consultation with local language experts in the respective areas.
- We noted that CPs/CBDMPs did not make it into sub-county/ district CP in most districts. This was partly due to timing but the need for training of local government staff on how to integrate these plans along the ladder (community—parish—to sub-county—to district) is paramount. The Office of the Prime Minister, UNISDR, or FAO would be most suited to provide such support.
- While projects varied in the different groups, it was evident that the CMDRR approach that involved awareness creation, selection of CDMCs, training, and planning activities for project implementation exposed communities to new approaches to mitigate disasters and diversify livelihoods. The CMDRR approach also enabled communities to realise the relevance of community-wide planning and shared responsibility in the implementation of some development programs.

3.3 Project implementation, support and coordination

3.3.1 Grant and project administration

C&D and ACTED used Memoranda of Understanding (MoU) with each CDMC implementing CMDRR interventions. These MoUs stipulated the roles of each party (NGO and community) in the implementation of CMDRR as well as serving as a commitment by the parties to the execution of respective activities. These MoUs were largely executed by both parties, each viewing it as a sign of commitment to perform certain roles. The major aspect that was not clearly executed by the communities was the implementation of at least one other plan from the CBDMP by the community under their own initiative as elaborated in the ACTED MoUs. Projects under CMDRR have largely been implemented by disaster management committees (CDMCs) on behalf of the communities (example project in Figure 2).



Figure 2: Cereal banking in Nadunget sub-county

For projects that were labour intensive, members of the community (and school environmental clubs) were hired to provide labour for project activities, many of which included able youth and women in the communities. This approach achieved targets of employing and motivating youths while also having the positive effect of deterring livestock raids, as alternative sources of income were available, which contributed to increasing peace and harmony within communities.

C&D employed field facilitators to monitor and coordinate project activities, under the supervision of C&D staff. School based action plans, implemented by SSD and participating schools, were executed as extra curricula activities by the school environment clubs in participating schools. Patrons of the school environment clubs – who are teachers in the same schools – selected able individuals from environmental clubs to participate in the project on behalf of other members, the school, and the community in the area. During school holidays, the school management takes care of the projects. The implemented projects in this particular case involved fruit tree cultivation and main activities involved watering and tending to the young fruit trees.

Grant sizes to communities varied depending on implementing partner, and intervention selected. ACTED disbursed grants worth EUR 5,254 (UGX 14,500,000)² for the seven projects in Uganda and an equivalent amount for the four projects in North Pokot, Kenya. For the C&D projects, the average grant amount was EUR 5,073 (UGX 14 million). These two implementing partners informed selected communities about the maximum amount of funds available for implementing projects. Communities made budgets as part of full project proposals developed by the communities to implement the projects in respect of the maximum available grant. As such some communities like Kalokwameri that had initially prioritized a community tractor as the selected project had to adjust to agro processing that fitted within the allocated budgets. For SSD projects, EURO 4,530 (Equivalent to UGX 12,500,000) was disbursed to respective communities, although communities were not initially informed about the total amount of available funds for CMDRR project activities. This is extremely worrying as communities could only plan for their project and prioritize what project to do if they knew how much money they were getting. This contradicts the principles of CMDRR that encourage community management, ownership, and decision making. All grants from the three implementing partners were disbursed to communities in the local currency.

The implementing partners used different approaches to administer grants to beneficiary communities. While ACTED ensured that all disbursements were through CDMC managed bank accounts, C&D opted to use joint procurement and in some instances direct procurement of required services and supplies (Table 4). In some communities, C&D provided cash to CMDCs, who were then required to make the appropriate purchases, under supervision of C&D field facilitators. SSD directly procured the required supplies such as fruit trees and tree seedlings for the school based action plans and provided communities with cash directly so they could purchase the cereal for their communities' food store.

ACTED and C&D ensured that each CDMC formed a procurement committee, that also included the chairperson and the treasurer of the CDMC. The roles of the procurement committees were elucidated during training sessions on CMDRR approaches. The use of procurement committees created a sense of ownership among community members and improved trust of the procurement process. C&D used joint procurement to make purchases of supplies and services. The procurement team comprised implementing partner staff (Project Coordinator, Community Disaster Management Committee Coordinator, and

2 Exchange rate:EUR 1.0= UGX 2,760.0

Facilitators) and three members of the CDMC elected as the procurement committee. C&D disbursed project funds in a single installment, although the use of these funds was restricted to planned project activities and budgets. The implementing partner ensured that funds were effectively used by employing joint procurement. Whenever there were deviations or proposed changes to the planned/budgeted activities, the joint procurement committee would hold a consultative meeting with the CDMCs to make necessary and acceptable adjustments to the project.

In communities where ACTED implemented projects, the treasurer and chairpersons of the CDMC were charged with the duty of being signatories to bank accounts that were opened up in Stanbic Bank Uganda for the Karamoja projects, and in Equity Bank for the North Pokot Projects. Only one project account was held in Stanbic Bank Moroto, the rest were in Mbale. ACTED disbursed grants in two installments, the first being a sum of EUR 3,623(UGX 10,000,000) and the second EUR 1,630(UGX 4.5 million) for the Karamoja projects. ACTED maintained a CMDRR cashbook to track disbursements, account activity, and all expenses for the project (see sample in Annex 1). Installments, while ensuring accountability were deemed to have led to increased costs especially given long distances signatories travelled to banks. Nonetheless, administering grants through the banks increased community awareness and confidence, ownership and satisfaction with grant utilization and management. There were incidences of complaints from CMDCs about bank charges that also accumulated out of receiving grants in multiple installments, but communities need to be enlightened on the greater benefits of using banks and receiving funds in installments, more especially in areas that are still insecure.

Table 4: Summary of methods of grant administration and types of projects implemented

Variable	C&D	ACTED	SSD	Remarks
Mean amount disbursed (UGX)	14,000,000	14,500,000	12,500,000	ACTED disbursed in two installments of 10 million and 4.5 million.
Proportion of disbursement method used by each NGO (%)				
Project bank account	0%	100%	0%	
Cash to CDMC	100%	0%	0%	C&D used all three approaches for each community!
Direct procurement	100%	0%	100%	SSD made direct purchases/provided grants in-kind
Joint procurement	100%	0%	0%	
Mean number target beneficiaries	800	61	-	
Type of project (as % total projects by each NGO)				
Cereal banking	40%	9.1%	33.3%	
Goat rearing and or breeding	20%	18.2%	-	
Poultry	10%	-	-	
Fruit growing	10%	-	-	
Tree planting	20%	-	66.7%	
Camel rearing	0%	27.3%	-	North Pokot
Retail shop	10%	-	-	
Crop farming	-	9.1%	-	
Agro-processing	-	18.1%	-	
Community water pond	-	9.1%	--	
Veterinary drug shop	-	9.1%	-	
Method of supervision	Facilitators	Acted Staff	SSD staff	

*One beneficiary community was supported by SciU, and this community chose cereal banking as their project.

Movement of materials within Karamoja was a major threat to the success of project interventions in almost all communities. In Namalu for instance, goats were purchased by the procurement committee and transport was not available to move the goats to beneficiary communities. In the end, goats were delivered by foot from markets to destinations, which alone posed a security threat given the cultural importance of livestock in Karamoja. In this same community, transport to and from the bank was identified as a major constraint to the effective execution of procurement activities. This was mainly because in all planned activities, transport was not catered for and given that several trips needed to be made to the bank, the cost to the signatories was quite high and this was incurred on the community project budgets. The Tapac CDMC noted that they spent significant amounts of money in transportation costs as the area is considerably far from grain markets.

Projects focusing on tree planting, cereal banking, retail shop creation, camel rearing, goat rearing, and pond construction are expected to be successful and a replication of the same in more areas to increase coverage and number of beneficiaries would be recommended, taking into account the lessons from previous projects. Nonetheless, all projects are faced with varying challenges including extreme weather conditions, storage issues, limited goods diversity in retail shop, low grant size for camels, low number of beneficiaries for goat sharing, prolonged drought for the pond, and management constraints, as elaborated by communities.

3.3.2 Perspectives from beneficiary communities

In all communities visited, the grants provided were said to have been insufficient based on the large numbers of targeted beneficiaries as noted above. Some communities that selected cereal banking noted that grants fell short of desired cereal stock levels. This was made worse in instances where purchases of grain had to be made from outside the community which often meant very high costs of transport to the cereal bank. In instances where cereal stores are rented, a substantial amount of money is spent on rental fees as opposed to grain, which is not sustainable after the project ends. The communities appreciate the fact that they need to contribute as much as possible to the success of projects, but in many circumstances (Box 1), they are not in position to do so.

Box 1: Increased community participation in activities

The CMDRR approach has increased appreciation of community based approaches to solving common challenges and the need for participation of members in activities for the common good.

A notable example is the **Katabok CDMC** in Amudat district that selected the opening of a veterinary drug store within the community after identifying the persistent outbreak of livestock disease as one of their greatest challenges. In this community, members of the community volunteered local building materials such as poles to construct the veterinary drug store, a clear sign of the wider community's appreciation of CMDRR relevance and understanding of the importance of their involvement.

Another example is illustrated by the **Kalokwameri CDMC** in Nakapiripirit district who selected agro-processing/milling machines as a project. In this instance, the community contributed wood, sand, stones, and poles for construction of the machine houses.

Both of these communities' participation illustrate that there existed an appreciation by the communities of CMDRR relevance and of their own capacity to positively contribute to the project.

In regards to procurement, it was clear that the community would prefer an arrangement where they were involved in the procurement process as much as possible. The community, as much as the implementing partner, should feel that the whole intervention process is as transparent as



Figure 3: Moulded beans from one of the community projects. A major challenge in procurement was in ensuring quality of supplies.

possible. Communities assessed during this evaluation advanced reasons for this preference to include quality control issues as well as being able to build capacity for the future when support from partners ends. Monitoring the procurement process by partner staff or facilitators and providing technical support when and where needed would yield more effective results as it would put communities at the center of the process while also teaching them how to procure materials at best cost and quality, skills crucial to some projects' sustainability. It is essential that at every stage in project implementation, the sense of and need for greater community ownership is strengthened. From discussions with communities, there are indications of greater satisfaction within groups where procurement was left to the members from the CDMC procurement committee.

Nonetheless, it is essential that implementing partners provide oversight to community procurement committees as the capacity of communities is quite low and technical advice is beneficial at all levels of the procurement process. Procurement would benefit from coordination with local authorities such as the veterinary and agricultural officers for the case of livestock drugs and agricultural inputs.

Box 2: Procurement issues arising out of not involving CDMC leaders.

According to the communities, procurement by NGO staff or facilitators presents some drawbacks in relation to satisfying community preferences and in ensuring the quality of goods and services procured. For example, members of the CDMC cereal banking project in Tapac expressed their disappointment with the procurement process. There was no knowledge among leaders of what exact quantities were purchased, what prices were paid for the grain and how much the grain would cost at time of sale. The quality of the beans purchased in this project was a subject of discontent after the community declared the grain unfit for human consumption (Figure 3). Moreover, quantities purchased were only indicated on bags and not on receipts, often with figures that were doubted by the leaders of the CDMC. In Tapac, questions regarding the whole process of procurement were difficult to answer and among the most difficult was the question on quantity: "What type of bag can contain 160kgs of maize grain?"

"We appreciate efforts by donor agencies to come to our rescue in times of food scarcity and shortage but we also feel that we deserve food fit for human consumption!"

"If you have a cereal store with stocks of grain and you have no information on prices and quantities, how would you go about sale or distribution of the same?"

"Our feeling is that the whole thing here was grossly abused and we would like to see this done differently next time." Tapac cereal banking CDMC 2011

In another sub-county, where an implementing partner made purchases of grinding machines, the quality of the grinding mill was a subject of debate after maintenance costs were deemed higher than income generated by the mill. This implies the need to have a thorough understanding and consultation of operational costs for certain projects. Implementing partners should assist communities in explaining all the possible operational and unforeseen costs that may need to be budgeted for, such as transport costs (both for supplies and people to go to the bank), bank charges, and maintenance costs, among others. In culmination, involving procurement committees in the CMDRC in purchases was a useful measure to reduce suspicion, fraud and corruption because community members and members of the CDMC believed that all benefits ultimately would accrue to the community as a whole.

3.3.3 Implementing partner perspectives

Partners believe that it is important to give the communities the responsibility of compiling detailed budget proposals and then being given the responsibility to make decisions on how to spend the funds. Nonetheless, this process is most effective if there is close monitoring and oversight, allowing adjustments to be made when necessary.

There were no cases of failed projects in any of the communities that were visited during this study. All projects were a few months into implementation and show signs of contributing to the overall objectives of the program, although it is too early to monitor or evaluate for overall impact at this stage. From this evaluation, it is clear that there is evidence of commendable outputs from the CMDRR activities in the beneficiary communities. However, the overall impacts of the CMDRR approach on disaster risk reduction will take a combination of projects, larger coverage project designs that target community wide benefits (e.g. community water ponds) and greater involvement of local government and other development partners.

Whereas implementing partners lauded the approach for its strengths (using ground support from community members, integrating local governments, community involvement and ownership), they also noted that the project goals are too ambitious and tedious. Efforts could be made to streamline projects and focus on key areas of intervention as opposed to several small projects. Partners also believe there is a need to scale-up the involvement of local governments in the CMDRR process. The Implementing partners also noted that there were challenges in disbursement of funds wherever there was limited involvement of CDMCs in the procurement process. C&D commented that, "Despite members being involved throughout the process, two committees (Rupa and Tapac) felt that the organization took too big a role in the procurement phase and funds management without fully taking into account the committee requirements. Furthermore, a few communities came up with further requirements (e.g. extra fence), not initially included in the proposal, which could not be provided by the organization, thus creating disappointment among members."

3.3.4 Local government perspectives

A few local government leaders were interviewed during the evaluation exercise and gave some useful insights into the CMDRR process in their communities. Local government leaders believe that implementation of CMDRR activities can benefit from better coordination with local governments to avoid duplication of intervention projects within the same or close communities. The local government can be involved in a number of ways: including leaders in the CDMCs, deliberate advocacy of CDMC members for inclusion of non-selected projects into the sub-county planning, and direct engagement of top district leadership by implementing partner staff to understand and

appreciate the value of CMDRR approaches as well advocacy to consider community derived projects at district planning. When advocating for mainstreaming of community selected projects into local government plans, it is essential for implementing agencies and CDMCs to prepare these as future plans, and not to expect immediate adoption by the authorities as government planning tends to be conducted at different periods compared NGO / community plans.

Integration of selected projects into the parish, sub county or district development plans and activities was hampered by poor timing of the development of these plans relative to development of local government plans, low level of participation of local governments in the CMDRR activities, lack of a clear community plan sharing mechanism with the local government as this responsibility was not assigned to anyone. Although most of the communities studied did not directly involve local governments in implementing their projects, a few made attempts to share project plans with some sub-county officials who promised to follow up but many did not act. In at least one community in North Pokot, a selected project was modified and elaborated through interaction with the local government leaders-water trough construction was modified for water pond through the water mission supervision.

3.3.4 Lessons and opportunities in CMDRR administration and project implementation

- It is vital that communities' expectations are managed from the beginning of the CMDRR process. When Implementing partners first approach communities and explain that the end result of the CMDRR approach will culminate with a community led project, it is crucial that the community understands that this project will not fulfil all of their needs. The project will take one aspect of the action plan and create an example of an intervention that that can be done to build resilience.
- Implementing partners should train and provide appropriate oversight to communities during project selection and budgeting. Costs for support services such as transportation, banking, maintenance of equipment, facilitation for CDMC members, and communication should be factored into project budgets. This will enable the community to understand that a number of support activities are crucial to project success, and that efforts should be made to minimise such costs whenever possible. For example, when cereal banking is chosen as a project, the CDMC and the community should be trained to understand the benefits of purchasing the required grain from within the community or the nearest source so as to reduce transportation costs.
- Administration of grants through CDMC managed bank accounts gave communities greater confidence in transparency and accountability of the project funds. Whenever physically possible and viable, it is advised that implementing agencies use bank accounts and establish cash books, accounting documents and related trainings for beneficiary communities. This will help not only the communities, but also the agencies in tracing and tracking all expenses related to CMDRR activities.
- Many communities believe that during project implementation, the agencies should play a supervisory role, and provide technical backstopping, rather than a leading role, especially in the procurement of supplies and services. It is advised that implementing partners establish procurement committees with the CDMCs, who are responsible for procuring supplies and services. Implementing partners therefore need to provide basic training on procurement principles to these committees and then act in an advisory and oversight role throughout the procurement process. This proves to empower the communities while also creating better trust and accountability within themselves.

- The direct employment of community members, such as youth, in project activities limited their time in planning and executing cattle raids, thus improving the peace situation in some communities. The involvement of women in CMDRR project activities empowered them to participate more in decision making at both household level and community level.
- Problems were created when members of the CDMC were not allowed to earn wages from projects that had a labour component. It seems that CDMC members would be better motivated if included in paid labour for executing CMDRR projects. Therefore, it should be agreed upon by communities at the start of project activities if CDMC members should benefit from any potential wage labour that is needed in a project.
- In implementing school based plans, the timing of CMDRR school activities should be synchronised with less peak periods in the school calendar. Implementing partners need to be more prudent when implementing CMDRR activities using school based clubs as the peak activities of the CMDRR project coincided with peak period in the school, end of the term, when both students and teachers were very busy with academic matters. Teachers who are patrons to the environmental clubs also cited limited motivation in the clubs' activities due to lack of financial facilitation.
- For sustainability purposes, and to maximise the benefits of community training in DRR, it is important to scale-up the involvement of local government leaders, particularly at the sub-county level, in CMDRR approaches. Local leaders have shown enthusiasm with the approach, and indeed in some cases, opportunity to integrate disaster management plans from CMDRR activities into their development plans.

The challenges and successes of implementing CMDRR projects in Karamoja and Pokot have presented a number of lessons and opportunities for improving the approach which are summarised in Box 3 below.

Box 3: Challenges and lessons in implementing CMDRR – Community perspectives

Challenges	Lessons/suggestions
<ul style="list-style-type: none"> ✗ Low motivation of CDMC leaders ✗ Suspicion within and lack of transparency among leaders of CDMCs ✗ Inadequate training on CMDRR and project management ✗ High levels of illiteracy ✗ Poor monitoring and poor management of projects within the community ✗ Inadequate community decision making – some instances 	<ul style="list-style-type: none"> ✓ Facilitation of CDMC members would increase motivation to deliver ✓ Increased meeting frequencies for CDMCs ✓ Encourage more clear documentation of project activities and operations. ✓ Train communities on how to keep records, be more accountable ✓ Training of CDMCs in group dynamics ✓ Specific training in financial and resource management and procurement skills is essential for top CDMC executive staff ✓ Promote community education ✓ Emphasize or where possible use adult literacy clubs within communities ✓ Increased supervision by implementing partners ✓ Training/support to communities on how to create monitoring plans ✓ Increased community empowerment and involvement in procurement procedures
<ul style="list-style-type: none"> ✗ Transportation, procurement and logistical challenges: Substandard goods, equipment and services* ✗ Market forces – price fluctuations ✗ Banking challenges – distance, roads, infrastructure ✗ Lack of integration with central government ; partner– local government coordination challenges ✗ Insecurity 	<ul style="list-style-type: none"> ✓ Improved planning and budgeting at project start up ✓ More in depth training on project management ✓ Community put at centre of procurement decisions ✓ Project diversification ✓ Larger grants to communities if possible / Integration with VSLAs activities ✓ Improved timing of activities / and involvement and participation of local governments ✓ Room should be provided for learning from successful projects ✓ Long term impacts of projects will reduce insecurity in the areas ✓ Increased participation of male youth in project activities.

* Challenges and lessons / suggestions from this point are not correlated as previous.

4. Benefits, challenges, recommendations and conclusions

4.1 Benefits from and strengths of CMDRR implementation

Communities that were evaluated noted several benefits and opportunities from the implementation of CMDRR activities in the Karamoja and North Pokot areas. For the community, most responses tended to emphasize benefits of specific projects as opposed to benefits of the CMDRR approach. All efforts were made to create a clear distinction between benefits due to the project and benefits of the CMDRR approach. After identifying deviations from common response themes on benefits, ten major points were summarized as the key benefits from the CMDRR approach implementation in the region (Box 4).

Box 4: Benefits of CMDRR in Karamoja

- ✓ Increased knowledge on hazards and hazard mitigation within the communities – better preparedness
- ✓ Importance of diversification of livelihoods
- ✓ Increased income – reduced poverty
- ✓ Improved access to key services
- ✓ Enhanced business skills
- ✓ Increased community self-reliance
- ✓ Increased peace and security
- ✓ Improved natural resource awareness and management
- ✓ Future entry points for development activities
- ✓ Increased intra-community ties



4.2 General challenges to CMDRR implementation

While each group of stakeholders interviewed expressed their perceptions on the challenges of implementing CMDRR activities in Karamoja and North Pokot, there were a number of challenges in the overall CMDRR process that are worthwhile to highlight

While the grants provided by the agencies were considerable sums, there was a general feeling and conviction among CDMCs and local government leaders that grant amounts were too low to execute

and achieve objectives of the selected intervention projects. It is understandable from the point of view of the agencies that small grants to many communities achieves greater project coverage (a key feature desired by donors) but this also leads to smaller projects with less impacts, even when the projects are deemed successful. The grant sizes also imply that less permanent structures are constructed, for the case of cereal bank and water ponds, and opportunities for longer term sustainability are lost. Further to small grants, interventions like tree planting on less than 1 acre in a community stands out to be less effective in working towards achieving drought preparedness, perhaps an intervention that promotes village or sub-county-wide planting of trees may offer greater long-term impact for drought risk reduction.

High levels of illiteracy and low exposure among community members was another major hindrance to implementation of CMDRR activities. The packaging of information to communities and CDMCs regarding CMDRR should be in a manner that focuses on the relevance and benefits of using CMDRR approaches in mitigating effects of disasters in their communities. Illiteracy created concerns with procurement, CDMC administration, liaison with implementing partner staff, and participation in training sessions.

Timing of project intervention and CMDRR activities were not adequately synchronised with the needs, climatic, and resource availability in the beneficiary communities. Women were particularly most cautious of the timing of CDMC/CMDRR activities, often having to attend to CMDRR activities at periods of peak labour demands in the homestead. Equally delays in disbursement of grants especially for crop farming did affect the quality of the projects and in some instances a total change of earlier selected projects.

Motivation levels of CDMC leaders and members were very low in all communities as some expressed that they rendered free services to the community, confounded by the fact that the system avoided hiring CDMC members for certain labour requirements such as digging water ponds (that would lead to some pay). In Namalu sub-county, CDMC members alluded to the fact that they were not among the goat beneficiaries. Partners need to work closely with communities to make sure there is consensus over who receives the individual benefits from the process, such as from labour or livestock breeding.

Logistical challenges, including procurement, transportation, and banking were key problems observed among certain communities, that created delays or bottlenecks to the attainment of CMDRR benefits. (Communities needed clear understanding of processes in procurement and well as the attendant potential drawbacks with specific chosen projects, and how these can be overcome in the course of project implementation.) All projects have a chance of experiencing implementation challenges, such as breakdown of milling machines and deterioration of stored grain that was observed in the communities interviewed, and it is important that proper guidance is provided to communities in managing projects.

The security question, much as it has improved overtime, remains and has affected the success stories of many project interventions. For instance, goat rearing aimed at improving livelihoods can be an attraction to rustlers. Cereal banks in places where permanent structures have not been constructed pose a security threat and benefits to community when needed the most may never be realised. Different areas or communities face different external factors that have affected degrees of progress and or success of projects and chief among these remains insecurity of persons and livestock.

4.3 Recommendations

Entry points and composition of CDMCs

Interaction with agencies implementing CMDRR activities in the two regions as well as discussions and observation of processes have shown the relevance of selecting communities that have had previous interaction with the implementing partner. Such communities show greater harmony within CMDCs, as was the case from Pastoral Field Schools and Water Use Communities. Whenever available, implementing agencies should select communities that have had previous activities. In the absence of clear entry points in particular communities, agencies should consider approaching local government leadership at village, parish and sub-county levels on the possible avenues to implement community based development activities.

Inclusion of various interest groups into the CDMC was a useful approach to enable greater community acceptance of the approach. However, consideration should always be made about the ability of the chosen CDMC member to perform the required tasks. This can be left to the communities to decide, but it is crucial that implementing partner facilitators empower the community on the relevance of having 'active' members of the community to participate in the CDMC. An approach that considers function and representation will be useful in future formation of CDMCs, that could further be prepared for greater roles in future community interventions. Streamlining the composition of the CDMC will also be useful in providing any form of facilitation to the CDMC members for their roles in the implementation of CMDRR activities. We therefore, recommend a small but practical and functional CDMC membership, not exceeding 10 persons.

In reaching out to communities prior to implementing CMDRR activities, there is need for adequate sensitisation of communities on the approach, expectation, their roles, and what the approach may and may not deliver. Very often communities expect each intervention logic to solve the majority of their challenges but with appropriate communication and engagement of leaders in areas of CMDRR implementation, it is possible to create a feasible strategy of realising maximum benefits from the approach.

Capacity building on CMDRR

Whereas communities expressed a reasonable understanding of disaster and risk reduction, there was no conclusive evidence that communities fully understood the entire approach. Key areas of emphasis during training should be the role of the community in the approach; overall, but not exhaustive concepts of CMDRR; enhancing capacity of communities to understand the hazards they are likely to face and how the risks can be adequately reduced from their own initiatives. The greatest share of appreciating the concepts of the CMDRR approach should be with the implementing partner personnel involved in the process as well as contracted facilitators.

Community training should also clarify the role of agencies, role of CDMC members, and the desired participation of the community at large. This will limit the expectations from the community and CDMC members to an understanding of the community-wide benefit of the using the approach.

Implementation of CMDRR projects

Agencies implementing CMDRR should limit their roles, beyond training and capacity building, to supervision and monitoring of activities, with occasional backstopping whenever relevant. Direct involvement in procurement and administration of projects is counterproductive and often leads to

mistrust from the community. Communities should be empowered through training and technical guidance of CDMC members on the process of procurement, banking, group management, and business development – for business related interventions such as retail trade, among others.

Administration of CMDRR project funds should be left with communities' CDMCs, with implementing partners again offering only oversight and technical advisory roles in line with approved plans. While there were some challenges with setting up and using bank accounts, it is recommended that all implementing agencies disburse funds through bank accounts opened for the communities, as this showed the least complaints from beneficiary communities regarding value for money in the process. This should be supplemented with assistance to communities in maintaining income and expense records, as conducted by ACTED. Banking of funds for each beneficiary community will also allow community members to understand all expenses incurred in implementation of CMDRR projects, a key feature in business and any democratic grouping like the CDMC. The costs associated with using bank accounts for each community have to be included in budgets and plans of beneficiary communities.

Efforts should be made by implementing agencies to demonstrate the relevance and scale of each proposed project to reducing the risk of disasters in the participating communities. Whereas all projects were highly relevant to mitigating the risks of selected disasters, it is evident that some of the projects could not offer community-wide benefits as numbers of potential beneficiaries were small. This is especially so for cereal banking projects whose rationale was very clear but the scale, given the funds available, imply that only a few households would benefit from the grains stored therein. There is therefore a need to establish clear sustainability plans for restocking stores (in the case of cereal banks), and running the project as a profitable or loss-neutral activity beyond the project life, especially through empowerment and training CDMCs who are the key project handlers.

Planning of CMDRR activities must consider availability of crucial CDMC members such as women who are involved in other domestic chores pertinent to the household. The views of such interest groups on the appropriate hours and days of performing CMDRR activities can help improve success of CMDRR projects. This also applies with School based CMDRR activities, that should be planned to coincide with less peak periods in the school calendar.

It is further recommended that additional efforts be made to reach and involve local government leaders at the sub-county and parish levels in CMDRR activities. Involving leaders in the process can improve and diversify CMDRR implementation because a few interventions planned by communities in the CBDMP's can be incorporated in local government planning, albeit in the long run. This is important given the limited resources available to implementing agencies to support many projects within a community.

4.4 Conclusion

The Karamoja region, and Pokot region in Kenya face a number of development challenges and it is important to establish the most feasible approaches to promoting development in the two regions which both face several man-made and natural disasters. The CMDRR approach is one of the proposed and tested strategies to improve coping mechanisms against disasters (Allen, 2006). The approach has worked in different countries in the past and it is believed that this can contribute to the overall goal of preparing communities in the horn of Africa to better manage disasters such as

drought. This study has elucidated clear successes, challenges, and opportunities that the CMDRR approach can provide for improving overall drought preparedness programme impact in the two regions, as opposed to conventional projects that are pre-determined by implementing agencies and governments.

From this study, the CMDRR approach is very relevant to the process of disaster mitigation within beneficiary communities. The approach, because it empowers communities to understand the hazards they are likely to face and plan measures against such hazards, helps foster disaster preparedness culture and knowledge within participating communities. All communities supported in CMDRR activities appreciated the support as an important step in reducing impacts of their common disasters. Nonetheless, room exists for improvement in the nature of training to be conducted, increasing support for group dynamics, improving methods of delivering the grants and amounts of possible grants that each community can receive. Scaling up of some of the projects will be useful in the next phase of project implementation, but focus should be made to projects with greater potential and real time impacts on the community

Appropriate dialogue among implementing agencies, local governments, and community leaders prior to project implementation can enhance acceptance and replication of successful projects in areas where the CMDRR approach has been implemented. This harmony can be initiated by agencies and promoted by local government leaders such as Chief Administrative Officers (CAOs), District Council Chairpersons (LCV chairpersons), Members of parliament, and sub-county chiefs and council leaders.

Some of the reported benefits, while attributed to CMDRR implementation as communities report, may well be attributed to the general positive trend of development in the Karamoja region and hence credit to all development partners operational in these areas as well as the government efforts to stabilize the region.

In almost all project interventions, cost effectiveness was difficult to determine in the sense that while capital outlay was known, potential benefits in case of disaster could not readily be established. Using an example of a water pond, constructed for a cost of UGX 14.0 million, it was not obvious that this pond would serve the community for a period long enough to cover the drought period. Such projects would require scaling-up or replication of the same in suitable grounds within the community.

Sustainability of the approach will depend on a number of factors some of which are external to the communities and out of reach by communities. Most importantly, the capacity building process should be treated as a continuous process and surely was observed to be less than sufficient for life after donor agencies. Communities reported having obtained business skills and planning skills but it was obvious that ability to replicate the same on their own was still far-fetched, which casts a shadow of doubt on issues of sustaining projects beyond the lifetime of donor support. This however, can be looked as a future opportunity for mainstreaming development activities in the two regions.

The CMDRR approach has resulted into tangible benefits for participating communities in Karamoja thus far. It is too early to make an overall assessment of the impacts of the approach although some communities exhibited signs of utilising knowledge from CMDRR training and implementation in future planning of disaster risk reduction efforts. This study aimed majorly at community level assessment

and the most salient positive outcomes can be observed from individual members and families who are the projects' ultimate beneficiaries, this can only be conducted after time is allowed to see the overall and longer term impact of the intervention. At this stage of the project, it is essential that DCA and consortium partners continue to use the approach, with modifications particularly in the methods of training and methods disbursing funds as recommended above. Implementing agencies require sufficient and renewed training on the concepts of CMDRR, as responses from some officers do not reflect thorough knowledge of the approach, a factor which will affect the quality of trainings, and ultimately community understanding and success of the approach.

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Annexes

Annex 1: Sample CMDRR Cash book from ACTED

Name of The CMDMC	Date	Details	Cash In	Cash Out	Balance	Date	Details	Cash In	Cash Out	Balance
Lokatapan	30th June 2011	1st Instalment	10,000,000	-	10,000,000	9th/08/2011	Drawings	4,700,000		4,700,000
	9th/08/2011	Withdrawal		4,700,000	5,300,000		Cash book		10,000	4,690,000
	27/08/2011	Withdrawal		5,300,000	-		Clear bag		2,500	4,687,500
		2 Instalment	4,500,000		4,500,000		Ink pad		2,000	4,685,500
	24/09/2011	Withdrawal		4,500,000	-		Ink		1,500	4,684,000
				-	-		Facilitation of the committee		45,000	4,639,000
				-	-		Facilitation of the committee		40,000	4,599,000
				-	-		Facilitation/food		15,000	4,584,000
				-	-		2 Goats		160,000	4,424,000
				-	-		10 Ropes		5,000	4,419,000
				-	-		9 Goats		637,000	3,782,000
				-	-		20 Ropes		10,000	3,772,000
				-	-		Transport facilitation to Lol		22,000	3,750,000
				-	-		9 Goats		652,000	3,098,000
				-	-		15 Goats		1,080,000	2,018,000
				-	-		Transport facilitation to Lol		27,500	1,990,500
				-	-		15 Goats		1,059,500	931,000
				-	-		Facilitating the shephard		7,000	924,000
				-	-		5 Goats		375,000	549,000
				-	-		Transport facilitation to Lol		18,500	530,500
						27/08/2011	Drawings	5,300,000		5,830,500
							Facilitation of the committee		60,000	5,770,500
							Stapping machine		6,000	5,764,500
							Calculators		12,000	5,752,500
							10 Goats		759,000	4,993,500
							Facilitation for the shephard		6,000	4,987,500
							Transport facilitation to Lol		38,000	4,949,500
							6 Goats		463,500	4,486,000
							Stamp		10,000	4,476,000
							17 Goats		1,293,000	3,183,000
							Transport facilitation to Lol		40,000	3,143,000
							12 Goats		930,500	2,212,500
							Transport facilitation		40,000	2,172,500
							16 Ropes		8,000	2,164,500
							Facilitation/feeding of the pi		30,000	2,134,500
							Counter books		6000	2,128,500
							Stapping wires		1500	2,127,000
							9 Goats		700000	1,427,000
							1 Goat		80000	1,347,000
						24/09/2011	Drawings	4,500,000	80000	5,847,000

Annex 2. List of Interviewed local government officials

No.	Name	Title	Interview Date	Contact
1	Lemukol Simon Peter	LC III Chairperson, Namalu Sub County, Nakapiripirit	19.12.2011	+256 773-888011
2	Longolio John	Sub County chief, Lolachat Sub County, Nakapiripirit	20.12.2011	+256 782-289950
3	Amuriah Franco	Community Development Officer, Nabilatuk Sub County, Nakapiripirit	20.12.2011	+256 752-328177
4	Okongo Benson	Sub County chief, Nabilatuk Sub County, Nakapiripirit	20.12.2011	+256 754-522211
5	Stephen O. Lokitare	Assistant Chief, Pokot County Council	22.12.2011	
6	Teko Ruth	Community Development Officer, Moruita Sub County, Nakapiripirit	23.12.2011	+256 782-852191

Annex 3: List of implementing partner staff interviewed

No.	Name	Title	Contact
1	Gabriel Okot Agiro	Head of Programs, ACTED Karamoja - Pokot	Tel: +256 755751022 Email: gabriel.agiro@acted.org
2	Elena Lonardi	Project Coordinator, C&D Karamoja	Tel: +256 785939502 Email: coopdev.elenalo@gmail.com
3	Franco Ochieng	ACTED Intern, Karamoja	+256 758037191
4	Paul Aliau	SSD	Tel. +256 782285202 Email. aliaupaul2@gmail.com
5	Raphael Oyee	C&D committee facilitator Loroo Sub County, Amudat district	+256 775713714
6	Dr. Okori Edward	FAO	+256 772957019 okoriedward@yahoo.co.uk
7	Lisa Baumgartner	DCA	liba@dca.dk



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