



Building Livelihoods and Adapting to Climate Change in a Post Conflict Setting

A practical 'how to' guide based on the livelihoods for young people and climate change programme in Northern Uganda

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Preface

APT Action on Poverty is a UK based charity working to reduce the poverty of the most poor and vulnerable people in Africa and Asia by helping them get skills and knowledge to have a sustainable livelihood. We aim to provide opportunities for vulnerable people to improve their quality of life and address the root causes of their poverty.

Our target groups include people living with HIV/AIDS, disabled people and vulnerable women and youths, as well as people facing harsh environmental conditions, or rebuilding their lives following conflict or natural disasters.

This “how to” guide is intended as a practical handbook on how to implement a “sustainable livelihoods” and climate change adaptation programme, for organisations working with vulnerable people

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Abbreviations:

APT	APT Action on Poverty
BCG	Business Creations Group (APT Sri Lanka Partner)
BF	Beneficiary
CB	Capacity Building
CBO	Community based organisation
FGD	Focus Group Discussion
HI	Heifer International – Uganda
IDP	Internally Displaced People
IGA	Income generating activity
LH	Livelihood
NAADS –	National Agricultural Advisory Services
POG	Passing on the Gift
PWD	People with disabilities
PLWHA	People living with HIV/AIDS
SLA	Sustainable Livelihoods Approach
VSLA	Village Savings and loans Associations
TOT	Training of Trainers
VEDCO	Volunteer Efforts for Development Concerns
VSLA	Village savings and lending association

Introduction to the Approach and Key Aspects

This guide shows you ‘how to’ design and implement a sustainable livelihoods and climate change adaptation programme that suits a post conflict or post disaster environment, focussing on some of the most vulnerable and at risk groups in society. It is a successful approach which builds upon the learning from APT partner programmes elsewhere in Africa and Asia.

The activities in this guide to implementing a sustainable livelihoods approach (SLA) have been tried and tested over the last four years and shown to be highly effective at increasing the food security and incomes of almost 1000 poor, vulnerable, conflict and climate change affected households in Northern Uganda through a partnership between VEDCO¹, Heifer International Uganda (HI-U) and APT Action on Poverty UK from 2010 to 2014.

This integrated climate change adaptation and sustainable livelihoods approach (SLA) is a tool for increasing the incomes of poor and vulnerable families. It is designed specifically to overcome the problems encountered by programmes in post conflict and post crisis settings where there is often: the need to re-clear and re-affirm access to land; re-equip households with livelihood inputs and assets; update people who have lost traditional livelihood skills and missed educational opportunities; and perhaps even more importantly to re-build trusted relations within communities, through promoting communication, co-operation and sharing mutual benefits.

Using this approach, the programme was able to turn around the fortunes of some of the most vulnerable, disabled and HIV/AIDs affected households, leaving them with crop and income surpluses sufficient to repay debts and invest in enterprise development, education and healthcare.

Key Aspects of this Approach

1. Establish community groups with a core of strong, well trained leaders able to:

- Advise beneficiaries on ways to strengthen their businesses and livelihoods;
- Run small savings and loan schemes.
- Speak out and influence decision making at all levels.
- Link beneficiaries to markets and service providers.
- Come together to run cooperative producing and marketing organisations.

2. Build the capacity of beneficiaries in:

- **New and improved skills in their existing or chosen livelihood**, such as improved agricultural and livestock practices or through apprenticeships (in tailoring, soap production, driving, mechanics etc.)

¹ Volunteer Efforts for Development Concerns and Heifer International Uganda.

- **Keep good business records** and calculate profits and losses. This will assist with finding new markets and understanding ways of getting better prices and reducing costs²;
- **Speaking out and influence decision making**, and access duty bearers and service providers.

This approach tackles the discrimination faced by women, people with disabilities (PWD), people living with HIV/AIDS (PLWHA) and other marginal or excluded groups through stimulating economic success stories that tackle assumptions about the capacities and capabilities of the people in these groups

3. Provide beneficiaries with livelihood and business inputs and assets

- These could be draught resistant seeds, tree seedlings, enhanced livestock breeds, tools, equipment and some stock to start small businesses.
- After substantial training in improved crop and livestock production practices (see table of training types opposite and individual modules in Annex 1), many of which are designed to adapt production to the impacts of climate changes, beneficiaries are provided with³ key agricultural or livestock and poultry inputs and assets.
- Youth apprentices that complete their training gain 'business kits' that have assets and other inputs which they⁴ have identified as crucial to either:
 - The start-up of their individual or a group new businesses,
 - The expansion or diversification of an existing business or
 - Employment by an existing local business.

Key learning: Introduce diversity, increase appropriateness and avoid competition.

By offering a 'basket' of intervention types. Offering wide ranging new economic opportunities increases diversity of income which is the key to adaptation to climate change.

4. Integrate climate change⁵ adaptation methods into the livelihoods approach, right from the start

based around very clear communications messages linked to a basket of available climate change adaptation strategies, such as;

- ✓ **'increase the variety of what you already produce'** (lots of differing seeds/crops/animal types will mean more are likely to survive),
- ✓ **'increase the suitability of what is produced to climate change conditions'** (wind, hail, drought or flood tolerant species or varieties to suit conditions or early maturing varieties, with nursery bed rearing and staggered planting to give maximum opportunity to catch the best season and provide flexibility to avoid the risks of increasingly volatile and unpredictable seasons.
- ✓ **Increase the price for what is produced'** – higher value crops, quick growing, reduced losses through better storage, processing and preservation.
- ✓ **Better price at market through cooperative marketing techniques:** Ensuring farmers know where and how to access best prices. Adding value to produce through processing (honey and high value honey products, fruits to jam, vegetables to sauces, goats to well butchered meat or leather

² Through cooperating around transport and marketing of goods in particular.

³ Or could be given cash grants or vouchers for

⁴ In close consultation with their experienced apprenticeship business trainers

⁵ And disaster risk reduction

goods etc.). Accessing economies of scale and advantages of promoting joint marketing, and establishing preferable market linkages with distant suppliers⁶ and storage through co-operatives.

- ✓ **'increase the diversity of your income sources'** – developing new income sources from existing production and branching out into new enterprise types that are less dependent on climatic conditions (bee keeping, wood fuel or timber growing, fruit tree growing etc.) and other enterprises (petty trade, poultry rearing etc.)
- ✓ **'Reduce your use of unsustainable resources'** – rain water harvesting, woodlots, fuel efficient stoves, biomass briquettes etc.
- ✓ **Develop a Culture of helping your neighbour through a 'Pass on the Gift' approach** – Whereby the entire above mentioned programme gains, be they; knowledge, skill or input and asset gains are given under the agreement that beneficiaries will 'Pass on the gift' as much as possible. The classic example being that of the 'passing on' of the first kid born of a project donated goat to another neighbouring vulnerable family. With the intention of promoting communication, cooperation and re-building community relations through sharing mutual benefits. The cascading of the benefits of the programme throughout the community and neighbouring communities has a deliberate community building, peace building and conflict resolution objective in mind.

Pass on the Gift – This is where the outputs of any project gain be that knowledge, skill, goods, seeds, poultry or livestock - are passed on or spread to other vulnerable people.

The support to a typical beneficiary in Uganda

Either:

Integrated climate change and livelihoods inputs that can be summarised as:

- a. Training in climate change smart improved agricultural, animal husbandry and allied approaches
- b. Seeds, inputs and tools (high yield, early maturing, high value crops etc.)
- c. Improved goat (with passing on of the first kid only), fodder seed and animal husbandry and zero grazing training
- d. Community apiaries and tree nurseries with associated product development training. On average a beneficiary would receive 100 varied tree seedlings.
- e. Training in production of a fuel efficient stove and biomass briquette production and communal access to briquette making technologies.

Or:

On the job training through an **apprenticeship** programme including inputs and an asset kit to facilitate self-employment or employment after graduation.

⁶ Ensuring good linkages to organisations with market price and other related information and service providers with specialist technical know-how.

The 7 Steps to Promoting Sustainable Livelihoods

The clear steps indicated in the table below, do not necessarily occur one after another, but are distinct steps in priority order.

Step 1	Sensitisation, Selection & Identification
Step 2	Developing CBO's with Strong Leaders & Good Linkages
Step 3	Livelihood and Enterprise Selection
Step 4	Beneficiary Technical and Business Skills Capacity Building
Step 5	Developing a Savings, Loans and Investment Culture
Step 6	Set up Apprenticeships
Step 7	Set up a Basket of Livelihoods Interventions

Step 1: Sensitisation, Selection and Identification

1.1 Community Selection

Description of key features

Not all agencies have the resources or capacity to run sustainable livelihood programmes across wide geographical areas, so inevitably communities will need to be prioritised for involvement in the programme.

Participatory community mapping can be a useful starting point to begin discussions around vulnerability, which can then be overlaid with livelihood zone mapping and disaster risk mapping exercises. Good research and staff knowledge building at this stage will pay dividends in ensuring the support goes to the most vulnerable and meets their specific needs. Establish clear vulnerability criteria for community selection in consultation with government, traditional and religious leaders as well as other NGOs involved across the affected area.

Good practice to follow

- ✓ Encourage consultation with government officers from across different sectors.
- ✓ Start in a small number of varied 'pilot' locations to trial the approach and then roll out in stages.
- ✓ Display selected community or village lists widely alongside the criteria used for community selection and gather feedback.

Things to avoid

- ❖ Don't avoid the most challenging villages or communities, but consider starting there in the second round of villages.
- ❖ Don't take on all the responsibility for village selection, involve government officers, religious and district level leaders.
- ❖ Don't spread your involvement too thinly, but balance this with meeting the greatest need. It is important that the communities you are working with are not too scattered and impractical to access.

You may need to encourage other stakeholders to operate in some areas where you have identified great need, but which are beyond the reach of your programme.

1.2 Initial Community Sensitisation, Consultations and Leader Identification

The main aims of the initial community meeting(s) are to ensure the whole community are well informed about the programmes objectives. It is also key to make sure that the whole community understands the vulnerability objectives of the programme, so that they know why some of the relatively better off are not direct beneficiaries. The meetings are key to helping you to better find out about the types of vulnerability and wealth groups in the community. Solid research with the community to examine wealth categories, marginal and vulnerability groups in the locality will inform vulnerability criteria selection.

Participatory community research of the existing and multiple livelihood strategies within households (and how they differ between households with specific vulnerabilities) and the locations where certain livelihoods predominate will help ensure your programme is designed to fit individual vulnerable household needs. Participatory mapping with the community of areas most affected by the crisis and disaster risk mapping and wealth categorisation tools can be useful to help guide this. These need not be time consuming⁷ and will be worth their weight in gold in terms of ensuring all the community are on board with your approach and that your project fits their needs.

Good practice to follow

- ✓ Participatory community mapping
- ✓ If a trusted CBO already exists; 'Use it or improve it' in preference to establishing a new one.
- ✓ Set minimum target levels for women's and other vulnerable groups representation on committees, and explain the reasons why.
- ✓ Set up good communication channels and feedback procedures. If complaints have nowhere to go, they often backfire unexpectedly!

Things to avoid

- ❖ Often community leaders are not really representative of their communities. They can sometimes be from the wealthy, well-educated elites and might not understand the needs of the poorest. So always try to cross check what they say with the people from the more vulnerable groups. Remember, sometimes community leaders are very proficient at capturing the benefits of programmes. Be clear from the very start that the aim of the programme is 'poverty alleviation with sustainable livelihoods' and that the local leaders won't necessarily be the ones that gain from the programme.

1.3 Formulate Beneficiary Selection Criteria Emphasising Vulnerable Groups

Description of key features

- If you or another agency have run successful programmes in the area previously, try and use the same or slightly adapted criteria.
- Some criteria are best left open (such as 'high dependency to breadwinner ratio') and some clear specific groups (like disabled, widowed, elderly etc) help to guide the community in their selection. You may choose to be more selective within the general vulnerability groupings. So for example

⁷ You might choose to do a few communities in detail and then do more rapid versions in other communities to just identify how things differ there.

'youths under 25' would become; 'unemployed youths under 25' or 'youths prone to alcoholism or drugs' or 'underage mothers' or 'lone young women under 25' etc.

- Some definitions for vulnerability criteria may differ from country to country and between partners and donors. 'Youth' for example, is defined as 18-35 in Uganda. Establishing a joint definition before the programme will ensure all partners and donors requirements are met.
- Identify key vulnerability groups and set realistic minimum target rates for inclusion in the programme, given local prevalence rates and a realistic evaluation of the number of those able to run businesses and livelihoods or small income generation initiatives. Never underestimate what vulnerable people can achieve. Even the most elderly frail old person can gain hugely (psychologically as well as income) from a small enterprise like poultry keeping.
- Consider setting 'anti duplication' criteria to avoid duplication with other agency programmes.
- Consider a restriction on the number of beneficiaries per household but take care not to disadvantage very large extended households who may belong to certain ethnic groups. You may choose to consider such households as separate families. Also be careful not to exclude the enterprises run by women by restricting to one application per household.
- Make sure vulnerable beneficiaries are aware that they can benefit through family representatives or trusted nominees. Local health staff may help let chronically sick or people with HIV/AIDs know about the programme for you.
- Display selected beneficiary lists alongside criteria for selection in local languages and have them read out by leaders. Implement a feedback or appeals procedure to collect any suggestions or complaints.

Good practice to follow:

- ✓ **Promote community harmony through inclusion of the marginalised:** Including marginal, excluded and minorities into groups promotes communication and understanding that can strengthen post conflict societies ability to heal and reconcile differences.
- ✓ *Local prevalence rates for HIV/AIDs and disability may well be substantially higher in post-conflict areas than nationally, and that there may be much higher proportions of women to men for similar reasons as well as due to migration of men to urban centres. This will mean you may need to set much higher rates of inclusion of the vulnerable than you might originally think.*
- ✓ **Examples of specific vulnerable groups to consider for project inclusion:**

Children of a specific age, orphans or child headed households

Vulnerable youths: You may choose to be more specific here; unemployed or disaffected youths, youths at risk of alcoholism/drug addiction, young or underage mothers, etc.

Female headed households: single or unmarried mothers; divorced or abandoned women; women with absent husbands; widows; prostitutes etc.

Elderly people

People with disabilities

Carers (of orphan's elderly or chronically sick people)

Chronically sick people or people living with HIV/AIDs

Specific livelihood types that may have been particularly affected by the conflict or disaster such as pastoralists or fishing households etc. **Carers** (of orphans, elderly or chronically sick people)

Chronically sick people or people living with HIV/AIDs

Specific livelihood types that may have been particularly affected by the conflict or disaster such as pastoralists or fishing households etc. **Carers** (of orphans, elderly or chronically sick people)

Case Study - Tackling Assumptions About Families Living With HIV/Aids



Since leaving the IDP camp, Betty Kdega (24) and her husband had been living a hard life with their two young children and her sister's two young children on a small farm just outside the small town of Kilak in Northern Uganda. VEDCO and Heifer came to her and suggested the family join a local group they were supporting to rebuild their livelihoods. At first her husband was against it, but she eventually decided to go. At first the group members were not very friendly towards her, but once they got to know her, things got better quickly.

Since then, her family has hardly looked back. First they were given training on improved agricultural practices and animal husbandry as well as child feeding and hygiene and sanitation amongst other things. Then they were lucky enough to be selected as the household to demonstrate the new rain water harvesting barrels which has helped to keep her family fit and healthy by supplying them with fresh clean water. She also built a better latrine and made sure the children wash their hands after using it. Next came the new higher yielding seeds that she and her husband planted and got an excellent crop, which meant she could feed the children twice every day, all year round and left her some spare to sell to buy the essential medicines the family needs and put some away in the groups savings scheme.

VEDCO and Heifer then asked her to build a goat shed in readiness for receiving a new improved goat variety. When the day came to receive the goat, the children were so amazed...they had never seen such a huge goat before. They help gather the new improved forage species that the family planted, and feed it to the goat which gave birth to a healthy kid which VEDCO/Heifer asked her to 'pass on the gift' to her neighbour. Since then the goat has had another big kid, which the family sold for a great profit and they used the money, alongside the savings from the crops to buy an oxen to plough and increase the land area they could plant and hire out to others. The money from the sale of this and the crops has allowed them to eat 2 or 3 meals a day all year round, buy their medicines and build a big house with a metal roof and plenty of room for all the children.

When asked what message she would like to send to the boys and girl raising money for Comic Relief and APT in the UK, Betty said:

“Tell them they have changed my life! Life in the camp was not easy, and we thought after we left we would not be able to feed ourselves and stay healthy without the daily food distributions. This project has answered my prayers and now we don't have to depend on others. We can look after ourselves”.

Learning

- Involving marginalised groups and tackling assumptions about the capacities and capabilities of PLWHA.
- *Benefits of integrated food security, livelihoods and water, sanitation and hygiene approach for PLWHA.*

Step 2: Developing CBO's with Strong Leaders

2.1 Selection and Capacity Building of CBO leaders

Description of key features

Although the formal training and leadership skills are a vital part of the approach adopted, a key element should always be to ensure the trust of the community in their elected CBO leaders. Participatory approaches should be used, not only to obtain community opinions and ideas, but also to promote confidence in the leadership and ownership of the project through these committees.

Leaders should be elected only when a large proportion (say 70%) of the community take part in the elections. Gender, ethnic group, age, disability and other factors should be taken into account in selecting committee leaders to ensure the representation of a range of people from the community. In addition CBO leaders (and beneficiaries) should understand that leaders will not necessarily be beneficiaries of the programme as the programme is to help the most vulnerable. They should also be aware that leaders should stand for re-election regularly, and can be called to do so should problems arise. It is helpful to make sure that communities understand that it takes a lot of time to become a good community leader and therefore they should try not to change leaders too often or without good reason.

It is never too early to indicate to the community and the CBO that the programme staff and assistance will not be present forever and that to gain benefits in the long term, the leaders backed by community members will need to go on to take over the supporting, guidance and market and stakeholder networking tasks of the programme staff in the long term.

Try to find out if there are tried and tested CBO leader training courses already available in country, or if other NGOs specialise in this area, rather than developing your own. CBOs should be linked with government and other relevant agencies to maximise their involvement in alternative programmes such as government service provision and trade fairs to increase market opportunities and to increase sustainability on exit.

CBO leaders in Uganda were trained in:

Module 1: CBO/Group formation

Module 2: CBO/Group management

Module 3: Effective Group leadership

Module 4: Being a good treasurer and book keeping

Module 5: Qualities of a good leader

Module 6: Developing group vision, mission ,goals and objectives

Module 7: How to handle group meetings

Module 8: Conflict resolution

Module 9: Group problem solving

Module 10: Community based monitoring and evaluation

2.1 Supporting Cooperative Organisation with better links to duty bearers

Eventually the aim should be to link CBO leaders to existing cooperative organisations or to bring group leaders together at district or regional level to form strong cooperative organisations. These organisations will become key to ensuring:

- **Farmers can access economies of scale** (purchasing, transportation, storage and selling)
- **Better information** - Cooperative organisations become the link to assist farmers to access; better market and production information (from market prices to early warning weather forecasts to improved seed and stock varieties etc.) and links to duty bearers and other service providers. When farmers start to produce commercially, they increasingly begin to need to access more technical information related to things such as agricultural and livestock pests and diseases. Without linkages to such service providers, their hard won gains may be lost.
- **Better market information, transport and storage facilities and connections** – vitally important when farmers start to reach commercial levels of production, or their crops may be left to rot by the roadside.

Good practice to follow

- ✓ **Building a CBO that is open to all of the community**, not just those in receipt of grants, so that more people gain from the improved practice training courses and business advice services available, and the CBO contributes to re-building community relations rather than increasing divisions.
- ✓ **Ensure leaders understand the importance of transparency** and the beneficiaries understand their right of access to information.
- ✓ **Explain leadership roles** clearly & their roles beyond the end of project.
- ✓ Build⁸ a CBO constitution in a participatory manner that leaders and members can sign up to.
- ✓ **Work with established and traditional leaders**, though these need not necessarily be chosen to lead the CBO. In the community meetings that you hold, observe who are the other consensus builders and opinion formers in the community, and try to encourage these people to stand for election, from a wide diversity of target group types and interest groups.
- ✓ In protracted post conflict and crisis settings, **the literacy and numeracy skills of leaders may need to be developed** if they are to become effective leaders and influence decision making. Pay special attention to the selection of treasurers as they are likely to need good numeracy.
- ✓ **Monitor the understanding gained** from the leadership training and follow up where weaknesses become evident. Check that leaders are running meetings in an inclusive manner and have the skills to ensure the voices of the most vulnerable are heard.
- ✓ **Ensure all CBOs open a secure bank account**, preferably with a micro-finance institution that also has a social and enterprise training and development agenda. Remind leaders of the importance of displaying financial records and particularly handing out the joint bank book occasionally to re-assure beneficiaries.
- ✓ **Begin to introduce the concept of district or regional cooperative organisations** once your community organisations are well established, and you know who the trusted leaders are who will form the backbone of your cooperatives.
- ✓ **Early exit planning at this set-up stage**. Be clear with CBO leaders and the community about the poverty alleviation and targeting ethos of the programme and also about the long term business advice, guidance, marketing and stakeholder linking role to be performed by the CBO. Ensure they understand their role on programme closure.

⁸ Ask other NGOs if they have good examples that are tried and tested that will help you build one in a participatory manner.

- ✓ Make it an expectation that for every gain received by a beneficiary from the project **there should be a responsibility to ensure another person gains**. This will build positive community relations and ensure project inputs, skills and knowledge are disseminated widely.

Things to avoid

- ❖ Try and avoid selection of leaders that are all men or all women, or all from one linguistic, ethnic or religious group.

Step 3: Livelihood Activity and Enterprise Selection

As a general principal it has been found that it is best to encourage livelihoods practices that people are already familiar with. In the case of protracted conflict and long term crises however, people may have been born since the crisis started and others have often completely lost traditional livelihood knowledge and skills. This means they may need to learn new livelihood practices or be retaught their traditional livelihood practices.

In addition, the economic environment may have strategically changed as a result of the conflict. An example of this is where proximity to lines of contact or international borders or unexploded ordinance⁹ limit access to productive or grazing lands.

Sometimes, vital irrigation waters become restricted by international disputes. In such post conflict environments, this loss of access to water or land or grazing rights can cause a strategic change in the economic environment, so that traditional livelihoods are no longer as economically viable as before and agencies need to help post conflict communities identify these changes¹⁰ and adapt.

A post-conflict programme therefore needs to be developed with a three pronged approach that:

- Researches and identifies where strategic changes in the productive environment have occurred and develops alternatives where necessary
- Supports and develops previous traditionally occurring livelihoods (such as livestock rearing, agriculture and fishing etc.) and encourages their diversification.
- Supports and develops existing and entirely new employment and enterprise opportunities to increase resilience.

In Uganda a sustainable livelihoods approach with key distinct facets was developed:

1. Support to traditional livelihood strategies PLUS associated new enterprise development (e.g. preservation or processing of food crops that are typically highly perishable or glut crops, into value added products for sale, or opening a small kiosk to sell vegetables and other goods)
2. Support to those seeking new skills through apprenticeships and/or capacity building for either:
 - a. Employment in existing businesses, or
 - b. Self-employment through enterprise development

Assess which traditionally occurring livelihoods have been most affected by the crisis or climate change and/or which livelihood groups are most vulnerable and why. Agencies tend to work with the predominant livelihood group and sometimes forget marginal groups such as fishing or pastoralist

⁹ Or the fear of it.

¹⁰ Rapid cost benefit analysis can be useful here.

communities. In many contexts, it may be better to view households as having numerous 'livelihood strategies' (fishing, livestock & poultry rearing, farming, petty trade, charcoal making, wild gathering or migration etc.) that they resort to either all year round or seasonally or sometimes in poor years or at times of crisis.

It is important to support a broad range of livelihood strategies to complement the existing activities that offer substantial resiliency gains as well as increasing the likelihood that the activities will fit the specific needs of the broad range of vulnerable groups involved.

Programme staff should seek the advice of specialist NGOs to see what tried and tested livelihood approaches have worked best with specific vulnerable groups (the elderly, youths, young mothers, child and female headed households etc.).

Learning from Uganda:

The programme found that by offering a variety or 'basket of options' there was more likelihood of meeting diverse differences amongst the capacities of different vulnerable groups.

Livestock - The programme found that by only offering a variety of livestock options¹¹, it became more able to meet the diverse needs of all of its differing vulnerability groups. Some households liked the fact that the zero-grazed goats did not require shepherding and found them easy to manage, close to the home. Others found they did not have adequate labour within the household to collect fodder and preferred to continue with local goats that were improved through cross breeding . Some beneficiaries felt that poultry rearing suited them better, as they had less physical capacity.

Agriculture – Some beneficiaries had insufficient physical capacity to clear, prepare and maintain sufficient areas of land for the more extensive drought resistant high yielding subsistence seeds that were distributed by the programme. Others preferred to concentrate on intensive small garden vegetable and fruit plots of high value produce, close to the home that they were able to process or sell locally.

Developing entirely new and unfamiliar subsistence production and new enterprises is significantly more challenging. The key is to wherever possible identify something reasonably familiar and within the skills and capacity of the individual. Then try and upgrade this rather than attempt to import ideas that are not known in the target community.

Good practice to follow:

- ✓ **Send out clear messages that diversifying production and income sources is the key to building resilience and mitigating risks.** Integrate an element of assessing and adapting to the increased risks of climate change from the start, as standard.
- ✓ **Be clear from the start that apprenticeships can be a route into employment or self-employment.** Those developing their own business ideas will need different and further support.
- ✓ **Take groups of apprentices to do basic market assessments** in a few neighbouring and a distant market, where they may be able to identify new enterprise ideas that might also work in their own locality.
- ✓ **Undertake more detailed value chain analysis** and back this with simple cost benefit analysis.
- ✓ **Make sure there is a wide diversity of enterprise types** included in the apprenticeship and capacity building programme to ensure that not too many newly qualified apprentices are seeking opportunities in the same enterprise types.

¹¹ (zero grazed improved, high value goats, a programme of less intensively reared cross breeding with local goats and small diverse improved poultry options)

Things to avoid

- ❖ Don't avoid new businesses or livelihoods entirely, but do spend more time researching their market potential, doing cost benefit analysis and guiding and supporting their entrepreneurs. Consider finding them a more experienced mentor' in the same type of livelihood or business.
- ❖ Don't necessarily avoid group businesses or livelihoods altogether but do be realistic about the additional difficulties involved. You and they will need to spend more time on agreeing roles and terms and expect to spend a great deal more time training in profit sharing between different levels of skill types as well as guiding/supporting these group enterprises.
- ❖ Try not to encourage too many people from the same communities into similar enterprises!

Step 4: Beneficiary Technical and Business Skills Capacity Building

As indicated earlier, there will need to be a two pronged approach with several capacity building facets:

- 1. Capacity building for traditional livelihood strategies** which may include:
 - a. Increasing the technical capacity in the chosen traditionally occurring livelihood (e.g. improved agricultural, fishing or livestock and poultry practices) due to the loss of skills during prolonged conflict or crises.
 - b. **PLUS** increasing the technical capacity to undertake a new enterprise in field associated with the traditional livelihood (e.g. training in preservation or processing of food crops that are typically highly perishable or glut crops into value added products for sale, preparation and sale of well butchered goat meat joints etc.)
 - c. **PLUS** increasing the skills to run new small business where these are considered necessary (e.g. how to assess if a market exists, if an enterprise is profitable, how to keep good business records etc.). Not all small businesses will require additional training of this nature (e.g. opening a small kiosk to sell vegetables for example).
- 2. Capacity building for those seeking new skills for employment or self-employment** which may include a combination of:
 - a. Specific technical skills training courses
 - b. On-the-job training through apprenticeships, coaching or mentoring
 - c. Basic literacy and numeracy training
 - d. Enterprise development training for those aiming for self-employment:
 - i. How to identify an enterprise (cost benefit analysis etc.)
 - ii. How to start an enterprise (marketing etc.)
 - iii. How to run an enterprise (book keeping etc.)

It is important to assess the individual needs of beneficiaries. Some may be in livelihoods that do not require the same level of technical skill capacity building or require business record keeping at all. Some beneficiaries may benefit from access to basic literacy and numeracy training, but others may not. Others may require it in order to access the other capacity or business training.

Try to find out if there are existing tried and tested training already available in country, or if other NGOs specialise in this area, rather than developing your own training. The Table in Annex 1 lists the individual modules used in Uganda:

Good practice to follow

- ✓ It may be worth **looking at the training needs of specific vulnerable groups** such as the ‘unemployed youth’ or ‘elderly’ for example.
- ✓ Always consider **integrating hygiene and sanitation activities** in order to maximise the nutritional benefits from improved food security and in order to reduce the high household expenditures for healthcare.
- ✓ Consider **providing pre-printed profit and loss account records**, at least to start with.
- ✓ Consider allowing some illiterate people, such as the elderly to **nominate trusted family members** to access training on their behalf if they wish to, though there are sustainability and potential fraud issues that could arise.
- ✓ Consider **basic literacy and/or numeracy training**, and the provision of calculators upon graduation and try to identify local partners to deliver the training.

Things to avoid

- ❖ Conducting training when specific groups cannot attend or at busy times of the day, year or seasonal calendar.
- ❖ Try not to run training all at once, for many consecutive days or weeks as this has a tendency to exclude certain vulnerable groups like women or carers. Ask what works best for your beneficiaries.

The economic employment of disaffected youth, marginalised and other minority groups and gender empowerment can reduce household and community conflict potential.

Step 5: Develop a Saving, Loans & Investment Culture

In post conflict settings, savings and loans should be a key feature of any programme, because of the need to build up:

- A savings base and re-establish the confidence and culture for investment in household and livelihood and enterprise assets and inputs.
- To provide a buffer in future poor years or after stresses and shocks.

In post conflict settings there is also usually an additional importance to build bridges in communities rather than create potential divisions. Because of this, it is even more important than normal to try to develop a ‘whole community approach’ to savings and loans whereby as many community members as possible are, if not directly involved, at least aware of what is occurring in the community and why they are not directly involved. If at all possible the aim should be to target all community members at least indirectly. With this in mind, it is recommended that programmes introduce ‘whole communities’ to the importance of savings, loans and investment in their existing livelihoods and new enterprise ideas.

It should be clearly outlined that savings, loans and investment in diverse livelihoods strategies are a way of diversifying income sources and how this can then help households overcome shocks and adapt to climate changes. The ‘better off households’ can be encouraged to save and be channelled towards

available banking or micro-finance institutions with social agendas if possible. Savings and Loans clubs can be established as a means of providing access to financial services for those who are usually too poor to access banks and MFIs.

Try to ensure that a more holistic approach is adopted. It is not simply about setting up stand-alone savings and loans clubs, but also to include an element of 'investment in improving and diversifying livelihoods and enterprise'. What some organisations find is that many beneficiaries begin to save and use the funds to recover in hard times or, as was found in Uganda, to use all the funds at Christmas. A few beneficiaries go on to invest in their existing livelihoods. Even fewer diversify into new enterprise. The key is to encourage saving for adding value within existing income generating activities and diversification into new enterprises altogether in order to strengthen household production in the face of shocks and climate change in particular.

Something frequently found, as in the Uganda programme, is that households acquire easily disposable livelihood assets such as goats, pigs and poultry as a form of saving and as a safety net. E.g. in order to pay the medical bill for a sick child, a chicken might be sold.

Description of key features

- Introduce the importance of savings, loans and investment to the whole community.
- Ensure the key message of 'diversity for survival' (diversity of production types and income sources to overcome hard times and shocks) are widely understood.
- Identify and assess the scale and suitability of the social, training and livelihoods and enterprise development agendas of existing micro finance institutions (MFIs).
- Identify those who have sufficient incomes and the capacity to link to the selected existing MFIs.
- Identify those within the community who do not have the potential to work with existing MFIs and work with them to form 'Savings, loans and Investment clubs' (SLICs). Concentrate on supporting the needs of the most vulnerable households within the clubs.

Key learning; A community approach to savings, loans and investment

- ✓ Introduce the importance of savings, loans and investment in existing or new enterprise at community level, linking those who have the capacity, to work with existing MFIs¹², but then go on to work more closely with vulnerable groups who cannot yet access MFIs, to build savings, loans and investment clubs.
- ✓ Community ownership of the revolving loan funds greatly enhances the effectiveness of the scheme.
- ✓ Unlike micro-credit, communities tend to consider revolving loan funds as "their" property and so are protective over its proper use.
- ✓ Ensure that the savings and loans are backed up with enterprise development support. Linking groups member access to provision of inputs and loans to successful completion of business training helps those inputs/funds be used more successfully.

¹² Preferably those with a social or enterprise and livelihoods training agenda.

- ✓ Undertaking loan disbursement at the same time as undertaking training on project activities encourages greater participation.

Step 6: Set up Apprenticeships

Setting up apprenticeships involves making links between local youths and local business persons and service providers. Apprentices receive on the job training and some other additional training alongside livelihood asset 'kits' upon successful graduation. Most apprentices go on to be employed, but some also set up their own businesses, sometimes in small groups.

Description of key features

- Set clear inclusion targets¹³ for both participating trainers (business people) and apprentices. Apprenticeships can be particularly suited to youths and can if appropriate be considered for deliberate targeting of young men.

Key learning on Gender targeting from APT partner programmes globally:

- The apprenticeships programmes have a significant long term potential peace and reconciliation role and can be deliberately targeted to ex-combatants, disaffected youths, and males prone to drugs and alcoholism.
- The Uganda programme found that some of its women beneficiaries were too overworked to successfully complete some of the activities, whereas their husbands and grown up sons were doing relatively little production and could be targeted.
- Not all project activities need to be targeted to higher proportions of women than men. Programmes need to look carefully at the individual activities that are being undertaken and ask whether there are good reasons to deliberately target one gender or another. Some activities may touch upon or be involved with traditional male roles (land clearance, draught technology etc). It is important to look at whether males might be further¹⁴ disenfranchised' from production if the programme encourages women to assume these roles, particularly where men are already showing signs of underactivity in production. In some cases, it might be better to target men and those women who are in households without access to male labour (FHH). Projects need to be wary of further overburdening women.

- Select apprentices and identify any technical, business or numeracy or literacy training needs.
- Introduce the concept that some apprentices may go on to be employed and others may choose to begin their own enterprises and become self-employed. Ensure the programme has a specific approach and follow-on enterprise training which may include more significant livelihood grants (assets and inputs) for those who end up going into self-employment.
- Undertake basic local and regional market assessments to help apprentices identify the types of businesses and enterprises they wish to be involved with. Assess the value chains and cost benefit analysis of the business ideas that the apprentices propose.
- Ensure apprentices do not all select similar employment or enterprise ideas for competition reasons.

¹³ Disabled, gender, PLWHA etc.

¹⁴ After years of 'inactivity' in IDP camps for example.

- Introduce the idea of starting group enterprises and explain in detail the key pitfalls of group working.
- Select apprenticeship providers¹⁵ or ‘trainers’, identify any training needs¹⁶, set a specific time period and sign an MOU with apprentices, trainers and the CBO.
- Remember that any skills training a trainer receives is likely to increase the quality of training they offer to apprentices. Consider offering quality technical skills advancement training for trainers after they have completed the training of a set number of apprentices as a reward.
- Consider a nominal fee to cover any costs business operators/trainers may have to incur (training drivers requires some fuel, tailors some material and thread etc.).
- Follow up and monitor apprentices carefully. Check for low pay, poor conditions and protection issues.
- On successful graduation, take care to ensure that apprentices and their trainers are closely involved in the selection of the assets and inputs in the ‘graduation kits’ (see ‘Improve kit management’ learning from Uganda, in learning box below).

Learning from programmes elsewhere on ensuring large assets are well used:

- *APT’s partner project with BCG in Sri Lanka¹⁷ developed an approach called the “Use to Own Programme” (UTOP) ensuring appropriate use of large donated assets. There is a “Practical How to Guide in 8 steps to implementing a Use to Own Programme for sustainable Livelihoods” available from APT.*
- *Progress of the apprentices and livelihood beneficiary enterprises are closely monitored by the CBO and project staff, whilst beneficiaries make regular instalments into a CBO savings account. If, after six months, the items purchased are considered to have been ‘used well’, then the beneficiary is allowed to keep the assets or inputs and have access to their savings.*
- *BUT, if the assets or inputs purchased have not been used productively, then the savings are kept by the CBO and the inputs are not given to the beneficiary but rather purchased by the beneficiary having paid regular instalments in the form of savings with the CBO.*

Good practice to follow

- ✓ Try to **get in touch with other agencies that have run apprenticeships programmes** and learn from their approach and mistakes, before you get going.
- ✓ Ensure that you **train more apprentices than your final target**, as it is inevitable that some trainees will drop out for various legitimate and other reasons. E.g. there was a 10% drop out rate in Uganda mostly from maternity, deaths and people leaving the area etc.
- ✓ Consider asking specific **vulnerable groups such as young mothers or carers of the chronically sick**, whether they **may prefer on-the-job training for half days** in order to complete domestic and caring duties. Involve apprentices in the selection of the best times of day for formal training courses.
- ✓ Consider **a rapid risk assessment** around protection and health and safety issues.
- ✓ Be clear about the commitment involved by both parties and **make clear agreements and MoUs**.

¹⁵ Local artisans and business operators.

¹⁶ Sensitisation on protection issues and training on How to be a good trainer, how to run a good business or specific training skills etc.

¹⁷ With the NGO Business Creations Group (BCG)

Things to avoid

- ❖ Avoid considering thee apprenticeship as an 'end in itself'. The full transition self-employment will require such factors as business training and start-up costs and resources alongside long term mentoring and support.
- ❖ Child labour and putting young people and young girls in particular in vulnerable positions with people of influence and power.
- ❖ Low pay and poor health and safety conditions.

Learning from Uganda:

- **Ensure Initial Enterprise identification** - New enterprise ideas through market assessments Spend more time on identifying more diverse and varied types of new enterprise or existing business ideas initially.
- **Ensure close involvement of potential apprentices and consider undertaking local and nearby market assessments in order to identify enterprise opportunities. Improve Inclusion and Appropriateness** - Try to identify a wide variety of different apprenticeships types, including some that particularly suit the young, women, or PWD and PLWHA. Encourage business people with disabilities to become trainers, and set and monitor challenging rates of inclusion of vulnerable groups. .
- **Develop an integrated and long term enterprise development approach to Apprentices** Ensure apprentices are encouraged into groups for support and included in savings and other capacity building aspects of the programme. Link the apprentices likely to go on to self-employment into a livelihood grant and enterprise development training in order to help fund some of the inevitable start-up costs that might otherwise block entry into that trade.
- **Ensure appropriate kit selection and management** - Ensure close involvement of apprentices and trainers in identifying the content of apprentice kits, especially for specialist items and large assets. Apprentices may for example, prefer to buy a second-hand treadle sewing machine and spend more on materials/threads etc. Improve the monitoring of kits. Consider whether a large asset could be either contributed or consider cash for specialist items and materials. Ensure monitoring and follow up of apprentices and their kits.
- **Invest in trainers** - Pre training for trainers in 'how to be a good trainer' and good business/finance and ensure protection issues are raised and monitored for. Trainers do face varying and legitimate costs in order to supply the raw materials that apprentices will use. Encourage a dialogue with trusted trainers and budget appropriately for these costs. Consider rewards for the efforts and long term commitment of those trainers who are training multiple apprentices through accessing quality skills development training for the trainers. Aim in future phases not to miss the opportunity to invest in the skills of the apprentices through investing in their trainers (finance and business skills as well as skills specific to their enterprise).
- **Set targets based on those who graduate**, rather than numbers starting training. Always take on more trainees than targeted to account for inevitable drop-outs. Monitor for drop outs (and disaggregate by gender and vulnerability group) to ensure there is no systematic reason for their withdrawal (e.g. timing of training doesn't suit women's domestic responsibilities etc.).

Step 7: Set up a Basket of Livelihoods Interventions

7.1 Multiple Livelihood Strategies

There are likely to be restrictions on livelihoods development in rural areas after protracted conflict, and these are most commonly:

- Loss of agricultural skills, knowledge and practices.
- Loss of tools, equipment inputs and assets.

- Loss of access to land either through disputed land rights or more commonly because the land has become overgrown or inaccessible due to insecurity or unexploded ordinance.
- Loss of access to key male able bodied labour.

In Uganda, the programme concentrated on agriculture and livestock as these livelihoods had been severely affected after years of conflict. Elsewhere, you are likely to need to look at the multiple livelihood strategies that different vulnerable groups employ and how these change seasonally and have been affected by the crisis, as well as how they are likely to be affected by future challenges, such as climate change, before selecting which livelihoods to concentrate on.

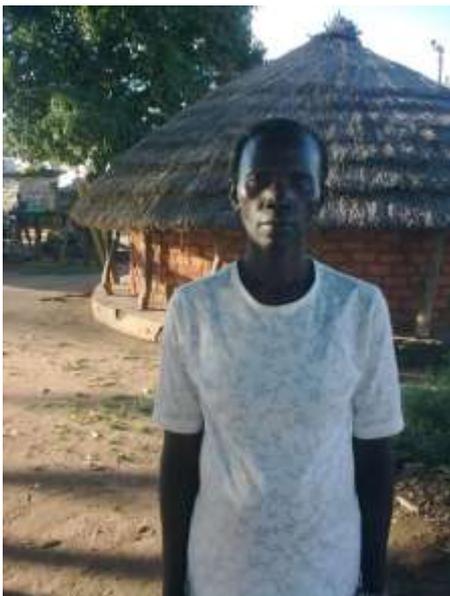
Key learning: Ensuring that climate change and disaster risk reduction are integrated into your programme from the start, and this should go on to contribute to the long term sustainability of the programme.

It doesn't have to take long to ask communities which are the most commonly occurring risks and threats to their livelihoods. In most places there isn't a great deal of variability across districts, but it is important to remember household level diversity; that whilst one household may suffer from drought, another may be more at risk of drought, for example.

A way of working is to offer a 'basket' of different intervention types so that vulnerable households can select what suits them best. The key is to not spread your staff resources too thinly, or get involved in project activities that are too far outside of you or your partners' specialist skill sets, whilst maintaining choice for beneficiaries. E.g. you could consider partnering with other local agencies with complimentary skill sets in order to offer this varied basket' of activities and expertise.

Some of the learning identified by the Uganda climate change adaptation and livelihoods programme is outlined below.

Case Study Showing the value of a 'basket of livelihood options'
: A Chronically Sick Widows family and her Orphans



Aciro chest illness and is **Mutooywe** is 47 has a now supporting her 5 children and 2 orphans all by herself after her husband's death in 2010. She was selected to benefit as a carer of young people.

For her, the livestock approach has been more suited to her situation than the agriculture, as she doesn't really have the strength to plant and maintain all the seeds. She lost a lot of her crop due to the drought, but the goat she can take care of easily near the home while she is minding the children and doing the cooking because it is kept in its shed, which also keeps it from getting so many diseases and ticks. Sometimes she can go off and work for a few days and leave the goat with lots of food and water and it is still ok when she gets back. She also feels the goat raised her respect in the village, where people used to intimidate her a bit since her husband died. She has decided not to sell any of her goats if she can help it, as she wants to get a big herd, but hopes that with this year's better rainfall she will be able to feed the family all year round, with a little to spare for her medicine bills. At least the fuel efficient stove has meant she is no longer spending so much time and money collecting firewood, and the low smoke means her chest isn't aggravated when she cooks. She doesn't really have the time and strength to collect and make the briquettes.

Pertinent points:

- Many of the older people on the project are selected in order to assist their vulnerable children and orphans.
- Having a broad range of project options ensures that there are suitable options available to suit wide ranging household and vulnerability types.
- Suitability of zero grazed livestock for some low labour households
- The limited appropriateness of extensive agriculture for some physically less able and low labour households.
- Health, timesaving and income benefits of FES.

Broad Ranging Agricultural Interventions

Participatory community meetings will help you identify the principle restrictions and risks facing agriculture. The Uganda programme concentrated upon:

- Identifying and referring land disputes to a specialist NGO (see Uganda learning box below).
- Encouraging vulnerable people to 'speak out'¹⁸ and linking communities with agriculture and other service providers and influence decision makers at all levels.
- Promotion and capacity building in improved agricultural practices. Beneficiaries accessed training courses, demonstrations and long term back up alongside key tools, inputs and improved higher yielding, early maturing and drought tolerant varieties. In future phases, the programme hopes to include more flood tolerant varieties. Climate change adaptation strategies included community tree nurseries that were hugely successful in providing alternative income sources, as well as promoting environmental sustainability.
- Promotion of diversity of production to combat risks – encouraging farmers to stagger planting of a broad range of crop types that should help to ensure something survives after severe events. Backed by advice on what to grow to get high value crops quickly after crises (vegetables), alongside.
- Reduction in crop losses through better post-harvest handling; transport, storage, preservation etc.

¹⁸ This involved sensitisation of communities and leaders as well as awareness raising around gender, disabilities and HIV/AIDS.

- Encouraging diversity of incomes through enterprise development in associated agricultural products (such as processing and preservation or glut products) as well as new enterprises like bee keeping, poultry rearing or petty trade etc.
- Maximising gains to the producer through a combination of improving product quality, adding value to products through processing and improving the price gained at the market. This market aspect includes encouraging farmers not just to sell to the first person to knock on their door, but working together within their CBOs, selling cooperatively and to reach out to markets more directly, often cutting out the middle man. CBOs can gain skills about how to get better informed about regional prices and price trends and how to maximise gains.
- Encouraging beneficiaries to invest savings in diversifying production and new enterprise.

Key Learning from Uganda - Address Post Conflict Access to land issues early:

The Uganda programme concentrated upon identifying and referring land disputes to a specialist NGO which worked very well and allowed them to concentrate on the core specialism of their agencies (agriculture and livestock).

Many of the programme's beneficiaries were able to literally 'plough' the profits from the increased food production created by the project into purchasing or hiring oxen and ploughs to help them clear and open up more land.

The more vulnerable households, and those without access to able bodied male labour may need to be supported through the development of an appropriate alternative such as a community equipment hiring strategy.

7.2 Broad Ranging Livestock and Poultry Interventions

Description of key features

The Uganda livestock programme involved the introduction of improved goat species in a 'passing on the gift' methodology whereby first born kids are passed to the next beneficiary. Goat distribution was alongside improved fodder species seed distribution and the introduction of self-built small raised goat shelters to enable zero-grazed goat management.

The project had to overcome some complex challenges related to early mortality and slow take-up of the 'passing on the gift' idea and the related learning is outlined in this section, to inform any future programmes.

A key aspect of programme learning was to ensure that vulnerable households and households with limited access to able bodied labour in particular, can select from a choice of livestock and poultry intervention types. This allows them to fit the intervention to their individual or household limitations and needs. The range of options was broadened to include poultry (chickens, ducks, turkeys, doves etc.) and other possible options were examined (bees, rabbits, crickets etc.) so that households can select what will suit their specific priorities and constraints. Some households prefer production close to the home, some need low physical strength requirements, and others need a high value product with low labour intervention.

Key learning: Selecting a 'one size fits all' intervention type is unlikely to meet the needs of diverse beneficiary types.

A further learning point was related to finding ways to integrate the improved exotic goat varieties methodology with a strategy aimed at improving the breed of the local goat population, through a combination of:

- Improved breed goats for the **most** vulnerable households¹⁹, largely using zero grazing.
- Local nanny goats that cost relatively little (tenth of the cost of an improved goat) to be given to other households alongside improved billy goats to the most vulnerable households to breed with the local nanny goats and begin to improve the breed.
- To avoid breeding with local males, the animals began to be managed semi-intensively using a paddock system (disease reduction benefits here too) alongside a programme of castration of local billy goats. The improved breeding bucks are regularly exchanged to avoid in-breeding.

Good practice to follow

- ✓ **Adapting approach to suit most vulnerable** - Diversifying to a basket of interventions (Boar goats, local goats, milking goats for nutritionally vulnerable such as PLWHA, chickens, ducks, doves and bees etc. for the less physically able elderly and PWD) to help ensure the approach selected better suits individual HH needs and capacities. Considering exempting some of the most vulnerable households from the self-building of sheds and/or postponement²⁰ or exemption from passing on the first kid. These households could be selected by staff in close consultation with communities.
- ✓ **Reducing Goat Mortality & Improving Animal Husbandry** - Treatment of all original goats prior to distribution combined with the training of community animal husbandry service providers (CAHSP).
- ✓ Integrate with improved fodder/forage species and knowledge (crops, shrubs and trees and treatment processes)
- ✓ Reduce conflict with agriculture and reduce impact of livestock on apiaries and tree seedlings through fencing and live hedging particularly in post conflict areas where tensions may already be high.

Learning:

- Introduction to new techniques, technologies and ideas requires more extensive sensitisation. In these circumstances a staged roll out may be more efficient, so that when initial beneficiaries have accepted the new approaches, they then become the demonstrators of the successful approach to neighbours and neighbouring communities.

Key learning: Wherever possible improve existing resources rather than introducing entirely new technologies, unless already proven effective and cost efficient.

¹⁹ some of these boar goats will be bought while some will be from POGs from the current beneficiaries.

²⁰ Some evidence that this has occurred on at least one occasion.

Case Study: Diverse income generation strategies; A HIV child cared for by grandparents



Achan Florence is 50. She and her husband were selected as they care for eight grandchildren, including at least one who is chronically sick with HIV/AIDS. She has been a part of the goat and agriculture livelihoods development project and the climate change trainings and fuel efficient stoves and briquettes part of the project which also helped her to grow and plant 70 different fruit, fodder and timber trees that are now starting to earn her quite a bit of money.

She has been delighted by the project, which has allowed her to make enough money to buy three more local goats to breed with the Boar goat and a hen to give eggs to the poorly child. The trainings have also helped her to start a small business buying and selling other peoples crops with her own bigger harvest, which helps her to pay for the medical bills and medicines and some much needed household goods like a, mattress, some sheets and a radio so she can get the weather forecast and hear about more new ways to make money! She knows that the more different types of ways of money making she has, the less she will be affected when droughts and floods come along. She is paying for all the children to attend good schools (private catholic school is nearby) and has now managed to clear all the households debts and is saving money for future bad times with the groups savings scheme.

Pertinent points:

- *Many of the older people on the project are selected in order to assist their vulnerable children, grandchildren and orphans.*
- *Integrated business development, agriculture, livestock, capacity building, hygiene and sanitation and climate change approach paying huge dividends and reducing dependence.*
- *The importance of diversifying livelihood strategies and promoting new income generation strategies for resilience and climate change adaptation.*

Integrating Climate Change Interventions

This section should be read in conjunction with Annexe 1 on page 30 which is an excerpt of the final project evaluation conducted in May 2014. This provides an excellent commentary and consideration of the climate change interventions that formed part of the project in northern Uganda.

Also, many of the interventions discussed in this guide are relevant to climate change adaptation but have not been included specifically in this climate change section.

Climate change proofing tool

At Annexe 2 is a simplified climate change proofing tool that can be used as a practical guide for integrating climate change adaptation into the design, implementation, monitoring and evaluation of your development projects.

The learning from the Uganda programme was that with just a little forethought, research and initial planning, it is relatively easy to integrate climate change adaptation strategies into an agriculture and livestock programme.

Description of key features

The key is to do initial rapid participatory assessments with knowledgeable stakeholders and communities to establish what are the prevalent climate change risks (you could consider major disaster risks as well) in your area of operation. Remember that different households will not always face the same risks. Some may be more at risk of flood than drought for example. This is why it is important to have a range or a 'basket' of different climate change adaptation interventions for households to choose from.

The Uganda programme included:

Rain water harvesting demonstration sites

Community Tree and Vegetable Seedling Nurseries and tree planting programmes (fodder, timber, fuel wood and fruit and nut species)

Community Apiaries and bee product enterprise development

Fuel efficient stove dissemination and biomass briquette production

Main Types of Training conducted under the Climate Change Project in Uganda

- Leadership and group dynamics (for new groups only)
- Post-harvest handling (6 M)
- Sustainable agricultural practices (2M)
- Fuel efficient stoves & briquettes
- Gender
- Apiary management
- Tree nursery establishment and management
- Climate change awareness



Good practice to follow

It helps if you can communicate simple clear messages, such as:

- ✓ **'increase the variety of what you already produce'** - differing crops/animal types
- ✓ **'increase the suitability of what you produce'** wind, hail, drought or flood tolerant and/or early maturing varieties, planting to suit conditions. Livestock or poultry that can cope better in adverse conditions.
- ✓ **'increase the price you get for what you produce'** – higher value crops, that can mature quickly after crops have flooded, reduce losses through better storage, processing and preservation. E.g. get a better price at market through cooperative marketing techniques etc. Adding value to produce through processing (fruits to jam, goats to well butchered meat or leather goods etc.)
- ✓ **'increase the diversity of your income sources'** – developing new income sources from existing production and branching out into new enterprise types that are less dependent on climatic conditions (bee keeping, timber growing, fruit tree growing) and other enterprises (petty trade, poultry rearing etc.)

- ✓ **‘Reduce your use of unsustainable resources’** – rain water harvesting, woodlots, fuel efficient stoves, biomass briquettes etc. The Uganda programme is looking to develop a strategy that will help tackle charcoal burners head on, possibly through improving the efficiency of charcoal production reducing premature cutting of saplings or identifying alternative income sources for charcoal burners.

Key learning messages: Resiliency in the face of Climate Change

- ‘Spread your risks’ by diversifying and mixing crops, mixing livestock types and using nurseries and staggered planting to help ‘catch’ the best growing season.
- ‘Broaden your range of income generating strategies’ – try and find income generation strategies that are not so weather dependent, and increase the range that your household is involved with. With luck, even in bad years, one of your livelihood strategies will thrive! A broad range of income generation strategies is the key to resilience and adaptation to climate change.

Things to avoid:

If introducing better technologies, try to upgrade local technologies rather than importing new unfamiliar ones. In general, upgraded local technologies have been found to have a much greater take up than imported technologies which require people to be convinced that they will work and are generally more costly.

Conclusion

This how to guide offers a road map to a tried and tested resilience building, integrated climate change adaptation and sustainable livelihoods development approach for a post conflict setting based on the analysis of the successes and challenges faced not only by the Uganda programme, but also from the learning across APT programmes globally.

Annexe 1. Findings from the Climate Change Programme

The project data indicates that the outcome indicators for those accessing the climate change activities have been enormously surpassed:

	Planned Number of Households	Actual achieved	Comment
New climate change groups	200 HHs	306 HHs	In ADDITION almost all the climate change aspects were spread to almost all the 526 livelihood beneficiaries (418 Ag & LS and 108 most vulnerable HHs). TOTAL Households = 832 HHs

When reviewing the budget for the individual activities it can be seen that in terms of impact in relation to benefits to the households and the environment, the fuel efficient stoves and biomass briquettes, alongside the new low technology rain water harvesting devices are the best value for money, with the apiary projects being one of the more costly items alongside the documentary.

Recommendations: Aim to reach equally high numbers of beneficiaries and indirect beneficiaries for future projects on climate change. Set higher target indicators for climate change aspects. Develop lower technology, locally made briquette moulds, apiary units and change the documentary approach to a communications approach that concentrates on simple pictorial posters, leaflets and alternative communication methods such as schools awareness programmes, slogan competitions (text messages), songs, drama and radio programmes etc.

It is important to point out, that not all of the aspects listed below strictly fall under the supplementary climate change funded aspect of the programme. However, the integrated nature of this project means that many of the agricultural practices that fall under the general livelihood project are also strongly related to climate change mitigation and adaptation. For the purposes of this evaluation, all relevant aspects have been included to ensure that when formulating the climate change model that VEDCO/HEIFER/APT wish to disseminate further to other APT partners and beyond, that the full approach has been evaluated.

The climate change programme has a wide variety of differing aspects. The findings are categorised below.

Climate Change Adaptation Agricultural Practices

A very wide range of new and improved agricultural practices have been widely adopted and well understood, often above and beyond the techniques listed in the project materials (Contour and strip farming across the slope to minimise soil erosion). Only a very small number of the listed activities have not really been pursued or disseminated (e.g. irrigation). The key findings upon each technique extended are summarised here:

- **Quick maturing crops** - principally vegetables have been promoted and widely/keenly adopted making sufficient for HH consumption and some sales. The evaluation questionnaire indicates that average incomes of 150,250UGX (£36)/year are currently being earned from vegetable sales, though the current season has identified a small number of beneficiaries and one entire youth group who have now reached a commercial level of production (see photo below and case study in Annex 8.8).



Farmers groups reaching commercial levels of production.

Some of these individuals will this year, if successful, be able to attain income levels from vegetable sales of between 1 – 2 million UGX (£238 - £476). There are some concerns that there could be gluts in production and wastage as a result. Specific short season staple varieties are not hugely in evidence. **Recommendation:** improving and expanding post-harvest processing (such as current solar driers) and preservation and value addition as well as linkages to markets in next phase.

- **Raising seeds in nurseries and sacks** – this approach is beginning to show progress, allowing farmers to concentrate fertilisers and watering on a small area and gain earlier crops to transplant when the rains finally come.



Sack Mound nurseries

Earlier maturing of plants and higher success rates will allow farmers to gain the higher prices at market earlier in the season as well as to gain greater yields and maximise prices through having crops to market when prices are highest. Although a few farmers have taken this approach up, in general farmers did not fully understand the concept of staggered planting which has not been

widely adopted. It is likely to require more demonstration and linking to the sack mounds and small nursery beds. When the model farmers demonstrate the importance and value they have gained it is thought this will take off - be used widely. **Recommendation:** Increasing emphasis on understanding the reasons why all farmers should have small nursery beds/sacks to maximise early planting, concentrate watering and fertilising and gain early crops to access higher prices.

- **Mixed cropping and Inter cropping** – this was a fairly widespread practice before, but some knowledge as to specific companion crops is still in its infancy. **Recommendation:** more emphasis in next phase through 'model farmers approach' on specific companion plantings for fertility and pest prevention purposes.



Intercropping.

- **Mulching** – farmers are familiar with the technique and reasons for it, but it may take time before its adoption is widespread. **Recommendation:** demonstrate what happens on a bed that is covered by mulch/crop residues, alongside a plot that is not covered/protected when the first rains come with a watering can or hose pipe (all the fertile top soil washes away)
- **Organic manure** – Employed by virtually all long standing livelihood programme members who have been involved in the livestock project and this has also been passed on to non-members. HHs without zero grazed goats practice this less. Farmers are convinced of the fertility and yield benefits and some report having saved expenditure on artificial fertilisers as a result of on average 51,250 UGX(£12)/year.
- **Organic pesticide** – farmers have clearly been taught and some are producing but most say they do not need to produce. **Recommendation:** demonstrate companion planting (e.g. local versions of: carrots with onions or marigolds to deter carrot fly, etc.). Re-train farmers in organic pesticide and fungicide making. Ensure all those farmers who are now producing at a more commercial scale as to the extra importance of pesticides and fungicides. Train such farmers of the disease and pest risks of repeat planting in the same space season after season, and re-iterate the benefits of planting many different crops to reduce disease spread risks and losses.
- **Drought tolerant seeds** – Extensively adopted and hugely appreciated by farmers. Average income from increased crop production as a result of drought tolerant seeds was measured at 700,000 UGX(£167)/year. **Recommendation:** to increase sustainability on exit, ensure all local seed

stockists, and small local shops are able to access good quality improved seeds. Ensure newly formed farmers cooperatives also stock these, further new varieties and are well linked to research stations.

- **Flood tolerant seeds** - though some advice has been given, no specific improved tolerance varieties distributed. **Recommendation for future: More identification of flood prone areas and dissemination of advice and flood tolerant varieties.**
- **Weather forecasting and early warning** - Most farmers have not gained any specific early warning or weather forecasting information from the project other than what they have heard on the radio. **Recommendation: develop a strategy that gets simple, localised weather, pests, diseases and price information to farmers, through radio, texting and extension officers to group leaders.**

Improved Storage and Post-Harvest Technologies

The project appears to have increased the awareness raising and training on improved storage techniques and researched innovative but tried and tested simple improved post-harvest processing techniques including demonstration of solar driers²¹.



Solar driers being spontaneously adopted.

The project has funded the building of 16 demonstration solar driers, and though only recently implemented these are already showing signs of spontaneous adoption and income generation potential (women drying vegetables and fruits for storage and later consumption or sale). However, loss of seed and food crops is reported by beneficiaries who have not improved their storage to be at 40-50% losses. Only a small number of farmers have taken up the improved seed storage advice, such as rat guards, raised/tarpaulin drying etc. but such farmers report lower losses between 20-30%. Reducing losses throughout the post-harvest process is essential. Losses and lack of income gained from highly perishable glut products such as mangoes, tomatoes, peppers and egg plants are also reported to be between 50- 90% (mango the higher figure). **Recommendations: from a climate change perspective, it**

²¹ Project staff gaining knowledge from international exchange visits with other partners. The project manager (VEDCO) and the Heifer regional coordinator attended an experience sharing visit to APT's partners, Kilimanjaro Women's Information Exchange Organization (KWIECO) and Kilimanjaro Natural Food Cooperative (KNFC) where solar drying technology was transferred, in Tanzania in March 2014. They learned about women's empowerment and livelihoods development and the issues with establishing an effective marketing cooperative. The experiences and good practice of this project are to be shared with APT partners at a workshop in Kampala now scheduled for June 2014.

is not advantageous to plant crops and lose 50% of the yield. Less land would need to be cultivated if more could be saved. The next project phase should include better food storage elements and more post-harvest processing, preservation, adding value into longer lasting products and improving transportation and connections with local and distant markets. In future, the market element of this post conflict project would be best targeted at the second phase when farmers have begun to produce surpluses and are transitioning to the commercial production stage.

Rain Water Harvesting

The previous more high tech approach has now been replaced by a small scale plastic sheeting method.



The project has funded production of only 10 plastic sheet rainwater harvesting sites, and in some places approximately 380 BFs are reported to have spontaneously adopted the approach. (Costs 6,000 UGX(£1.43), but saves significant water collection time and can save on water fees payment in the rainy season). Beneficiaries report saving on average 842,00UGX(£200)/year on reduced water costs and those who collect from swamps, rivers and poor water sources report cleaner water that is likely to promote reduced incidence of water borne disease. It remains to be seen whether the plastic sheets will last beyond one season to make them cost neutral, but they do save women and young girl's time and manual labour. Women have indicated that the water collected from the sheets is cleaner and tastier and that they are gaining considerably during the rains from not having to walk to water points for 6 months of the year allowing time for productive tasks and school. It is also evident that one of the first things that beneficiaries do when they begin to farm surpluses/commercially, is they purchase iron sheet roofing, that then allows them to harvest rainwater from their metal roof. **Recommendation: research the adequate size of the sheets and whether women prefer the sheets to be located closer to the house (or have longer tubes attached) so that they do not have to go out into the rain to keep changing the water collection buckets. Ensure some safe water and hygiene advice is combined with the RWH training and demonstration sites. Disseminate this technology to other NGOs and APT partners.**

Alternative Income Strategies

Though this has not really been openly 'taught' as a climate adaptation strategy it has come about principally as a result of the bee keeping and kitchen garden vegetables and through broadening the diversity of crops grown. Very few BFs were found to have started alternative income generation outside of agriculture. Beneficiaries that have started an alternative income have earned on average 350,183

UGX(£84)/year. One person had started a small shop. Only one person was found to be making briquettes for sale, earning a monthly income of 80,000 UGX. The only factor limiting his increased production is access to the moulds, when farmers think they could then go on to make up to 200,000UGX(£48)/month. **Recommendation:** ensure a clear message goes out to beneficiaries that having alternative incomes outside of agriculture, that are not as dependent on the weather, is a vital way of overcoming the bad times associated with changes in the climate and extreme and variable weather patterns.

Increase training in this area. Develop a project 'slogan' or 'mantra' or song around this important concept and communicate it by varied means (text, radio, drama, school competitions etc.) consider implementing small alternative income generating approaches through value adding by processing crops or small IGAs ideas that emanate from innovative farmers (edible rodent breeding, doves, turkeys, ducks etc.). Distribution of more briquette making moulds or training local craftsmen to make and sell them so that briquettes can be sold at scale. Disseminate this technology to other NGOs and APT partners.

Quick Maturing Kitchen Garden Fruit and Vegetable Growing

Kitchen gardening alongside the new agricultural methods and seeds has been very successful, particularly amongst women producers, with surplus from subsistence and cash incomes possible in good years. This aspect of the programme has shown quick results, with considerable nutrition and food security implications as well as some income generation. **Recommendation:** It is clear that some groups and certain farmers are now meeting commercial scales of production and require a second phase of project support and specialist advice (outlined in new strategy and way forward section).

Bee Keeping

Approximately half of the apiaries have now started to produce well. It is estimated that approximately 30 local apiaries have spontaneously started as a result. All these groups and individuals are on average gaining annual incomes from honey production (alone) of 166,879UGX(£40)/year. This is a considerable amount, and alongside the fact that most groups pay the profits straight into the savings accounts, should go a long way to helping HHs cope in drought/flood times as well as invest in other productive activities. A small number of apiaries will not make their first harvest until August 2014, and are likely to need ongoing support. The producer groups are expectant of higher yields soon. Some groups have experienced setbacks that have required re-siting, fencing, additional fodder species planting or additional pest control measures, but now that the challenges have been overcome, most sites are beginning to show profitability. There is evidence that neighbouring farmers are copying the approach. Bee product training is just beginning as most of the groups are only now gaining sufficient product, but good incomes are likely as a result or saving on expenditure on purchasing candles etc.

Bee product	price	Comment/remark
Perpetual candles – wax can be re-used and only wicks need replacement	400 ²² UGX per candle or 10,000 UGX/ kilo	The cost of making the candle is 50UGX for the wick, and the other equipment is commonly available in all homes.
Medicinal gum	4,000UGX/50mg pot	
Body lotion	500UGX/pot	

²² Shop bought candles (500UGX) burn very quickly and cannot be re-used.

Other products: Furniture and shoe polish, wax crayons	TBC	
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Recommendation: adopt a deliberate strategy of training neighbouring villages with home-made hives and POG beekeeping knowledge pyramid training, backed by simple resource materials.

Learning: climate change projects of this nature, and bee keeping projects in particular are likely to require a longer time frame than 2 years to become well established. Training in improving honey and other bee products can only really be successfully achieved AFTER groups have begun producing well.

Vegetable and Tree Seedling Nurseries and ‘sack mounds’

Average number of tree seedlings given = 131 (though ranged from 10-500)

Survival rate from small survey was 86% (project data - 75%)

The project set-up four community tree nurseries and 10 individual model or ‘demonstration’ nurseries run by individual farmers, as well as showing beneficiaries the benefits of small ‘sack mounds’ (soil filled sacks with holes for individual farmer seedling nurseries’. 16 sack mounds were demonstrated and now 160 have been spontaneously adopted.

At the 4 main nursery sites, there has been a switch to a nominal payment for seedlings and broadening to improved vegetable seedlings which is a positive sustainability move to ensure an income for the nursery workers on project closure. All these nurseries do now seem to have overcome initial challenges, look likely to be sustainable in the long term and are providing a vital focal point for demonstration of all the benefits of the projects new agricultural methods. Large scale orders are now commonly received at the nurseries for 2-3,000 saplings and orders are being met. It is reported that exceptionally poor and vulnerable people are still able to access seedlings for free. Survival rates of trees continue to rise, despite the drought in previous seasons. It remains too early to for any incomes from tree product sales to be realised though it is thought highly likely that fruit and timber sales will occur as well as nutritional benefits and savings to the family in terms of reduced expenditure on consumption, timber, fodder, fuel wood etc. A small number of farmers have planted large numbers of trees and intend to grow timber and fruits commercially. Fodder providing trees do not seem to have been disseminated as widely as they could have been and beneficiaries of goats in particular would benefit from receiving these varieties.

Recommendation: ensure beneficiaries are aware that they too can adopt small versions of what they see at the larger demonstration sites or adopt the sacks as an alternative (located in shaded sites). Ensure clear simple messages around seedling nurseries that allow early and staggered planting in order to spread risks and capture the best of the season’s rains. Develop a slogan or mantra around early and staggered planting as a way of accessing the high prices at the start of the season. Disseminate the concept of ploughing and planting across the slope in flatter areas and agroforestry strip farming in hillier locations. Agroforestry strips are permanent bands across the contour that reduce erosion and top soil fertility loss, and should contain mixed species that include FODDER, fruit, timber and fuel wood varieties of trees, shrubs and grasses. They are also useful sites for bee hives and bee forage varieties.

Learning: climate change projects of this nature, and tree nurseries and planting in particular are likely to require a longer time frame than 2 years to become well established and start producing incomes. Such projects: may need training in marketing and adding value to the products (e.g. orange marmalade, mango or guava chutney/juices, lemon cakes for sale at schools etc.); cannot really be

successfully achieved until AFTER groups have begun producing well. Such longer term climate change aspects require income and impact evaluations well beyond the life of the project.

Conservation Technologies - Energy Efficient Stoves and Briquette Making

The evaluation was only able to find one stove (that had only just been made) without a chimney which shows that the project has followed the evaluation recommendations to ensure health and safety. All beneficiary households appeared to have both stoves and be making briquettes, the fuel efficient stove technology (and not the biomass briquettes, because of too few moulds) had been spontaneously adopted much more widely on this evaluation visit as staff had spread the concept to beneficiaries of 'passing on the gift' of any of the new ideas and knowledge gained from the project to their neighbours. All BF households were reducing tree felling with fuel usage reduced by approximately two thirds which will have had considerable impacts on tree felling and consequently climate change mitigation. Most HH have also reduced time spent on collection by two thirds (3 trips per week down to one per week) saving principally women and young girls considerable time for other productive and educational tasks. It should be noted however, that as households increase productivity and incomes, that the number of meals per day has been increasing from one to three, which has knock on impacts upon the number of times that cooking occurs. The provision of the fuel efficient stoves and briquette technology is particularly important that it occurs as early as possible in the recovery from this perspective, to ensure that as incomes increase, tree felling does not accelerate. The fuel efficient stoves allow the pace of increase in fuel wood consumption to be kept in check. Not all households collect their own fuel wood from the bush. About one quarter of Households (mostly those closest to towns) usually purchase all or most of theirs as fuel wood or charcoal. These household report having saved expenditure on fuel wood and charcoal by on average 72,000 UGX (£17)/HH/month (864,000 (£206)/year) as a result of the energy efficient stoves and biomass briquettes. The only factor reported as limiting production of greater amounts of briquettes (to enable sale of briquettes above HH consumption) is the small number of the moulds for forming the bricks. There continues to appear to be no concerns related to shortages of crop residues for use. However the groups would be well advised to ensure ashes are composted to ensure as many minerals are returned to the soil as possible. Women are the principal fuel wood collectors and have tended to shift from long trips over 2 days hunting for fire wood to the safer production of briquettes for 2 days instead, and do not appear to be concerned about any additional burden on their time.

Recommendation: investigating whether households can make their own (trial polypipe method) or whether local apprentices and metal/carpentry workshops can make both individual and multiple mould frames (e.g. 20 at once) at less cost and become an income source. Advising on returning ashes to ground or composting of ashes to ensure crop residue fertility is returned to soil.

Group Savings and Investment Clubs

Though not specifically a part of the climate change project, savings are known to be an important resiliency adaptation strategy during extreme weather events. All the climate change members were found to be in savings clubs and on average reported saving 489,000 UGX (£116)/HH in total. There was less evidence that the investment in IGA side of the savings and investment clubs had been strongly advocated for.

A staggering 58% of the financial gains from this project have been allocated to savings and investment in the future (Data from Sept 2013 evaluation).

Recommendation: More stress on investment in alternative IGAs. Tracking of those individuals dropping out of youth and savings groups, to be sure that it is not the most vulnerable with valid additional difficulties that are dropping out. Ensure there is a strategy ready and in place to support vulnerable people struggling to participate in groups.

Learning: Importance of savings and investment in alternative incomes (outside of agriculture) that are less weather dependent to climate change adaptation and projects.

Training Courses on Climate Change

Just about all of the activities listed above, come about through a hugely extensive programme of detailed trainings. All 832 climate change beneficiaries have received trainings in all the project aspects as detailed in Annex 8.12. (Annex 8.11 contains a table listing all the modules involved in all the trainings delivered by the project). A summary table is given below of the main categories of training and the number of modules contained is provided as a guide to the length and depth of the trainings. Annex 7.9 also contains a list of seven TOT trainings conducted for the benefit of project staff²³.

Main Types of Trainings conducted under the Climate Change Project

- Leadership and group dynamics (for new groups only)
- Post-harvest handling (6 M)
- Sustainable agricultural practices (2M)
- Fuel efficient stoves & briquettes
- Gender
- Apiary management
- Tree nursery establishment and management
- Climate change awareness

The table indicates that a great deal of training has been invested in project beneficiaries, in order to help to address the loss of skills caused by the long period of conflict. Though the evaluation was not able to assess the effectiveness of each of the trainings it is evident that practices have been updated and improved and this has certainly had strong impacts in terms of sustainability. The evaluator did do a rapid assessment of some of the climate change training materials and modules. The production and distribution of colourful posters are evident in every project home and the survey results

show that most of the key messages of the project have been understood and many also acted upon.

Recommendations: Try to simplify the trainings to ensure that they cover and regularly repeat simple clear messages. Be sure to have materials for trainees to take home that use pictures to demonstrate. Employ innovative communications methods to increase recall and spread to others such as drama, songs and slogans, poster competitions. Expand some key training to schools. Concentrate on core trainings of practical applications and be more precise in selecting those persons who show leadership potential as key people to train on influencing decision making.

Influencing Decision Making on Climate Change –

Interviews with local NGOs and district officials (the evaluation had insufficient time to cover regional or national level government or private & NGO stakeholders) indicate that the Heifer/VEDCO project staff have strong working relationships with them, and are at the forefront of lobbying for climate change initiatives locally and further afield. The project has stimulated the formation of a local ‘climate change forum’ made up of approximately 12 local NGOs (7 of them more active and meeting biannually), which has tried to ensure government involvement through it being chaired by the government environmental officer. The 4 key government officers that were interviewed by the evaluator showed very good levels of knowledge and a remarkably high degree of enthusiasm for being involved in and pushing for others to adopt climate change mitigation and adaptation methods. With the new national government ‘Climate Change Unit’ in its infancy there does seem to be a considerable opportunity for the project and its local climate change forum²⁴ partners to help support the district officers to design a climate change strategy,

²³ Gender, markets, business counselling, advocacy, business management, climate change adaptation and value chain development.

²⁴ Annex 8.10.3 also contains a detailed strategy for the support and orientation of the Pader Climate Change forum, which has considerable potential, and yet is not yet reaching that potential.

implement and test the strategy and then use this to go to the national level unit as a model approach for dissemination. Progress has been made through district bye laws and taxes on charcoal production, tree cutting and animal roaming, which are all very positive measures showing some signs of success through reduced charcoal production.

The project has also nominated a national level member of staff as a 'climate change champion' who has been involved in lobbying at the national level and within the national Climate Change Action Network (CAN – 150 members).

Recommendation: Consider inviting the Chief agricultural officer to chair or consider co-chairing the forum along-side to help ensure actions are acted upon. APT could witness a forum meeting and suggest trainings to improve meeting performance and climate change knowledge perhaps. APT and project staff to do detailed presentation and field visit with key forum people.

Encourage the forum to meet every 3 to 4 months so that ideas are fresh in minds and ensure chair is backed by support to ensure actions are acted upon. Work with the forum and local government officers to design a local climate change strategy that district officials could use to influence the new national climate change unit. Detail the strategy with advice to farmers such as; protection of certain valuable species (shea), allowing immature trees to grow large before cutting and work with the existing environment committees in communities. Increase involvement of local radio to disseminate messages and other innovative methods (calendars with CC slogans etc).

Develop a strategy for brick burning enterprises to increase efficiency or find and encourage locals to find alternative building approaches. Continue field visits of district officers to project successes and invite media. Work with district on wetland management plans. Ensure individuals who go on foreign fact finding missions report to other staff, forum and district on key findings. Extend climate change training to schools.

Annexe 2. Simplified Climate Change Proofing Tool

Based on the “Toolkit for Integrating Climate Change Adaptation into Development Projects” (2010) produced by Care International with the International Institute for Sustainable Development (IISD).

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Introduction

Climate change can work against or even reverse the effectiveness and sustainability of development projects. Some interventions can unintentionally leave people even more vulnerable than before to droughts and floods, changing rainfall patterns and other impacts of climate change.

BUT – well designed development activities can increase people’s resilience to these impacts.

This climate change proofing tool offers practical guidance for integrating climate change adaptation into the design, implementation, monitoring and evaluation of your development projects.

1. What do we mean by implementing climate change adaptation?

Integrating climate change adaptation into projects is the process of identifying climate related risks and adjusting project activities and approaches to reduce these risks. Integrating adaptation can also help to ensure that project activities contribute to people and the community’s climate adaptive capacity and do not increase their vulnerability to climate change.

“Climate proofing” is minimising the likelihood of climate change undermining the effectiveness and sustainability of development projects.

Climate proofing increases the sustainability of projects by:

- Analysing risks that climate change poses to project activities, stakeholders and the project results; then
- Modifying the project design or implementation plans to reduce the risks.

By analysing people’s vulnerability to climate change and adjusting project activities to maximise their contribution to resilience, the positive impact of development projects can be significantly increased.

E.g. the selection of technologies and crop varieties can make a major difference in the impact of an agricultural project.

2. Climate sensitivity check

This helps assess the degree to which a project is **“climate sensitive”**.

(i) Geographic location

Will the project be implemented in an area that is highly exposed to the impacts of climate change?

E.g. Sub-Saharan Africa and South East Asia are vulnerable to drought; Coastal regions are often vulnerable to rises in sea level and increased coastal flooding.

(ii) Are project activities sensitive to climate change?

Some kinds of development project are more readily affected by climate than others. This is especially true of those projects focussed on natural resources and agriculture. Thus if your projects deal with the following, then climate change may threaten the sustainability and/or sustainability of its impacts:

- Agriculture and livestock
- Fisheries
- Forest, water or soil management
- Other ecosystem goods and services

(iii) Project beneficiaries

Are the target groups for the project particularly vulnerable to climate change?

The following social groups are typically the most vulnerable to climate change:

- People dependent on natural resource-based livelihoods, including agriculture (particularly rain fed agriculture), fisheries and forest based activities.
- Poor women and marginalised groups.
- Landless people.
- People with limited mobility.
- Refugees and other displaced people.

Basic project screening

In many cases, projects that are not directly affected by climate change (such as HIV/AIDS, infant and maternal health and micro-finance projects) will still benefit from considering:

- How more frequent and/or intense extreme weather can impact project activities or target groups;
- How changing rainfall patterns, increasing average temperatures and extreme weather can affect availability and accessibility of critical livelihoods and project resources;
- How changing climatic conditions can affect social structures and relations in target communities;
- How climate change related policies can support or constrain project implementation.

3. Key Concepts for Integrating Climate Change Adaptation into Projects

Climate change

The intergovernmental Panel on Climate Change (IPCC) defines climate change as:

Any change in climate over time, whether due to natural variability or as a result of human activity.

Vulnerability to Climate Change

The degree to which a system (natural or human) is susceptible to, or unable to cope with adverse effects of climate change, including climate vulnerability and extremes.

Vulnerability is a function of the character, magnitude and rate of climate variation to which a system is exposed, its sensitivity, and its adaptive capacity.

In this document we are referring to vulnerable communities. Since communities are not uniform, particular households or individuals within communities may have differing degrees of vulnerability.

Sensitivity is the degree to which a given community or ecosystem is affected by climatic stresses.

E.g. a community dependent on rain-fed agriculture is much more sensitive to changing rainfall patterns than one where mining is the dominant livelihood.

Adaptive Capacity

The ability of a system (human or natural) to adjust to climate change to moderate potential damage, to take advantage of opportunities or to cope with consequences.

An important factor shaping the adaptive capacity of individuals, households and communities is their access to and over natural, human, social, physical and financial resources.

Examples of resources affecting adaptive capacity to climate change include:

Human	Knowledge of risks, agricultural skills, health to be able to labour
Social	Women's savings and loans groups, farmer based organisations, social support
Physical	Irrigation infrastructure, seed and grain storage facilities
Natural	Reliable water sources, productive land, vegetation and trees
Financial	Micro loans, diversified income sources

In general the poorest people often have limited access to those livelihoods resources that would facilitate adaptation. Access to and control over these resources also varies within countries, communities and even within households. It is also influenced by external factors such as policies, institutions and power structures.

Resilience

The ability of a system (human or natural) to resist, absorb, and recover from the effects of hazards in a timely and efficient manner, preserving or restoring its essential basic structures, functions and identity.

A resilient community is well-placed to manage hazards, to minimise their effects and/or recover quickly from any negative impacts, resulting in a similar or improved state as compared to before the *hazard* occurred.

Hazard

A dangerous phenomenon, substance, human activity or condition that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage.

Sustainable livelihoods

This proofing tool focuses on the analysis and integration of climate change adaptation from the perspective of the sustainable livelihoods²⁵ approach.

Adaptation to climate change

An adjustment in natural or human systems in response to actual or expected climatic stimuli or their effects, which moderates harm or exploits beneficial opportunities.

²⁵ APT has adopted the following definition for sustainable livelihoods: "Livelihoods are the means by which households obtain and maintain access to the resources necessary to ensure their immediate and long-term survival. These essential resources are physical, natural, human, financial, social, and political. A livelihood is sustainable when it can cope with and recover from stresses and shocks and maintain or enhance its capabilities, assets and entitlements both now and in the future, while not undermining the natural resource base"

Adaptation is a process focused on reducing vulnerability, which usually involves building adaptive capacity, particularly of the most vulnerable people. It also involves ensuring projects don't increase vulnerability.

Since reducing vulnerability is the foundation of adaptation, a detailed understanding of who is vulnerable and why is needed.

4. Integrating Climate Change Adaptation into Projects

Gathering and analysing information on climate risks, vulnerability and adaptive capacity is crucial for the integration of climate change adaptation into the project cycle – design, implementation; M&E. Existing coping strategies should also be better understood.

4.1 Key issues to consider

Analyse:

The past, current and future climate context in the project area; livelihoods-climate linkages for different groups in the community; institutional and policy environment related to climate change, including poverty, gender and marginalisation.

Design

Q

- Is adaptation to climate change reflected in project objectives and expected results?
- Is there risk mitigation in the context of climate change?
- Have you incorporated climate resilient livelihoods?
- Have you tried to address the underlying causes of vulnerability to climate change?
- How will you create an enabling policy/institutional environment for adaptation particularly at the local level, but also at district and if feasible national levels?
- Design effective knowledge sharing and M&E strategies.
- Develop indicators for monitoring changes in adaptive capacity for different groups during project implementation.

Implementation

- Establish appropriate partnerships to achieve effective results.
- Monitor the context and adjust project approach in response to the findings and lessons learned.
- Documentation and dissemination of the project approach, results and lessons.

Past and current climate context

Q

- What are the past and current climate hazards (events and conditions) affecting the target area? Are these worse hazards now than they used to be?
- What evidence of climate change is already being observed? Anecdotal information concerning past and current seasonal climate – focus on temperature and rainfall patterns. Events to consider include heavy rains, droughts, floods and extreme weather events.

- How will the frequency and intensity of climate change events change in the future?
- Are there any non-climate related hazards that present important risks in the target area? Climate change tends to aggravate other development pressures or changes so these should be taken into account. E.g. population growth and poverty.
- For agricultural projects: What are the key seasonal food and income security patterns? What might the impact of climate hazards on resources and production be in the future?

Key source of information: National meteorological services and National Adaptation Programmes of Action (NAPAs).

Livelihoods: linkages for different groups within the community

Q

- Which social or economic groups within the community are particularly vulnerable to climate change?
- Which resources are most important to the livelihoods of different social groups, including men, women and marginalised/vulnerable individuals/groups?
E.g. crops and species for people involved in agriculture.
- How do current climate hazards affect livelihoods and related resources of different groups?
- Which livelihood resources are most vulnerable to climate change?
- Are current coping strategies used by different groups to deal with climate hazards effective and sustainable?
- Do current coping strategies differ from the ones used in the past? If yes, why?
- Which livelihoods resources are needed to build longer term adaptive capacity?
- What opportunities exist for diversification of livelihoods? E.g. both within agriculture and to non-agricultural livelihoods strategies? What are the constraints to this?

Particular attention should be paid to gender differences in adaptive capacity.

Efforts to promote adaptation in communities must be gender sensitive, based on different roles, capacities and challenges that men and women face in sustaining their livelihoods in a changing climate.

Institutional and policy environment

Q

- Which policies and institutions (local, district and national) have the most impact in terms of facilitating or constraining adaptation?
- What capacity exists in the above institutions including civil society organisations in the target area to plan and implement climate change adaptation?
- Is CC adaptation effectively integrated into relevant policies and programmes (such as land use planning)?
- How strong are linkages between national adaptation policies and district and local implementation? The expectation is that particularly at district level, this will be weak.
- Are resources allocated for adaptation activities at national, district and local levels? What type of activities are funded?

- What organisations may be potential partners in project activities?

Based on the results of the analysis, ways to strengthen existing partnerships, or formation of new partnership should be recommended and undertaken by the project.

Vulnerability to Climate Change for agricultural projects

Most of the world's poor rural communities are subsistence farmers who depend mainly on rainfall for their production.

Q

- Who makes decisions on planting and harvesting crops for the household?
- Who is responsible for agricultural labour?
- Who makes decisions on using or selling agricultural products?
- What are the constraints to innovation and/or risk management in agriculture, such as insecure land tenure or lack of inputs?
- What is the level of household income?

4.2 Climate resilient livelihoods

Integrating adaptation into a livelihoods project may result in objectives and expected results that are slightly different from those that we would strive for in a project that doesn't take climate change into account. However the aim is not to turn every project into a climate change project but to make sure the objectives are relevant to the climate change.

People should be able to have a range of options available to them to sustain their livelihoods under different conditions. Diversification of livelihoods both within agriculture and to non- agricultural not climate sensitive activities is a key risk management strategy.

Q

- Are livelihoods-related project activities sustainable and resilient to climate change?
- Are the crop and livestock types being promoted by the project appropriate to the climatic projections?
- Does the project build the capacity of stakeholders to access and use weather and climate information?
- Will the project develop local capacity beyond immediate coping mechanisms?
- Do project activities promote efficient use of resources for agriculture such as land water and inputs?
- Does the project incorporate diversification to off-farm livelihoods strategies that may be less sensitive to climate hazards?
- Do project activities support diversification of livelihoods by target groups, particularly diversification to non-agricultural activities or more climate-resilient agricultural practices?
- Do project activities facilitate access to services, such as financial services or extension services which support adaptation?
- Does the project aim to influence local plans and policies to support climate resilient livelihoods strategies?

People should be able to have a range of options available to them to sustain their livelihoods under different conditions. Diversification of livelihoods both within agriculture and to non- agricultural not climate sensitive activities is a key risk management strategy.

4.3 Disaster risk reduction

Q

- Do project activities include DDR strategies for agriculture, including early warning systems for droughts and floods?
- Does the project include measures to protect crops from climate events?
- Does the project promote safe storage of seed to protect them from extreme weather events?
- Does the project support project stakeholders in establishing safe storage facilities for harvested products?

Key institutions for local capacity development in agricultural projects

- **Farmer based organisations or cooperatives**
- **NGOs involved in agricultural extension and development**
- **Local representatives ministries involved in land use planning**

4.4 Conflict and climate change resilience

Violent conflicts generally leave people more vulnerable to stresses, including those associated with climate. As a result, people in post-conflict settings have a limited capacity to prepare for and recover from shocks and stresses including floods and droughts.

Understanding how a project area has been affected by conflict, as well as identifying those drivers of conflict that may be affected by current and future climate trends, could help ensure a project builds adaptive capacity and does not increase vulnerability.

4.5 Objectives and expected results

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- Does the project seek to ensure access to and control over land and other resources for poor and vulnerable groups?
- Does the project include strategies to resolve conflicts over land and other agricultural resources?
- Does the project address challenges associated with access to markets and adding value to agricultural resources?
- Does the project facilitate access to financial services such as savings, credit and insurance?
- Do activities seek to ensure participation of communities, and of particular vulnerable groups within communities, in planning for land use management?
- Have project stakeholders, including particularly vulnerable groups, been effectively involved in the project design process?

4.6 Documentation and dissemination of project approach, results and lessons

Project reports should clearly indicate the impacts that can be attributed to climate change adaptation;
Key lessons should be summarised in reports and other documents;
Different types of media should be used to document and disseminate the project knowledge to different target users.

Annexe 3 – Training Modules used in Uganda

MODULE	TARGET	Training material developed by:	TRAINING DONE BY
1. SMALL BUSINESS MANAGEMENT SKILLS	Young people in business/Apprentices	Care International	Project staff & District Commercial officer
Module 1: Introduction to business Module 2: Business management Module 3: Marketing Module 4: Costing and pricing Module 5: Record keeping Module 6: Business planning			
2. FORMATION AND MANAGEMENT OF FARMERS' SAVINGS AND LOAN ASSOCIATIONS	Farmers groups	Project (VEDCO)	Project staff & Sub-county Community Development Officer
Module 1: Promotion Module 2: Introduction to saving Module 3: Savings and Loan Associations Module 4: Making a group constitution Module 5: Group governance Module 6: Managing group loans			
3. FARMING AS A BUSINESS (FAAB)	Young farmers in agriculture production	Project (VEDCO)	Project staff & District Commercial officer
Module 1: Business skills development as an introduction to Farming as a Business Module 2: Recordkeeping and work planning. Module 3: Modern versus Traditional farming practices Module 4: Sources of funds for investment in production Module 5: Collective Value addition and working in farmer groups Module 6: Risk management strategies			
4. POST-HARVEST HANDLING TECHNIQUES	Young farmers involved	Project (VEDCO)	Project staff

	in agriculture production		
Module 1: Introduction to Grain Post Harvest Systems and Post-Harvest Food Loss Prevention Module 2: Grain Drying and threshing Methods Module 3: Grain Storage Methods			
Training manual Crop production and productivity in Uganda	Livelihood for young people	Project (VEDCO)	Project staff
Module 1: Planning farming operations Module 2: Planting field crops Module 3: Crop nutrition Module 4: Weeds and their control Module 5: Pests and disease mngt.			
5. IMPROVING NUTRITION PRACTICES AMONG RURAL FARMERS IN UGANDA	Young farmers involved in agriculture production and vulnerable households	Project (VEDCO)	Project staff
Module 1: Session 1: Foods and their roles in the body Module 2: Nutritional Problems in Children Module 3: Growth Monitoring Module 4: Feeding young children to improve weight status Module 5: Feeding young children to improve iron status Module 6: Feeding young children to improve vitamin A status Module 7: Management of nutrition in pregnant women Module 8: Good nutrition for breastfeeding women Module 9: Hygiene practices that reduce spread of infection Module 10: Household facilities that enhance hygiene			
Group formation and dynamics	Young people in groups	Project (VEDCO)	Project staff & Sub-county Community Development Officer

Module 1: group formation Module 2: group management Module3: Effective Group leadership Module4: Qualities of a good leader Module 5: developing group vision, mission ,goals and objectives Module 6: how to handle group meetings Module 7: group conflict situation Module 8: group problem solving			
Training manual for Animal Management.	Young people raring animals	FAO/DDA	Project staff and District Vet. Officer
Module :1 Feeding of boar goats Module2: Animal breeding and breed improvement Module 3: Animal health and disease control			
Sustainable agriculture practices and technologies	Livelihood for young people	Africa 2000 Network	Project staff & sub-county NAADS officers
Module 1: Soil fertility management Module 2: Soil and water conservation			

Other manuals /training conducted	Livelihood for young people & Climate change		
Training on energy saving stoves			GREEN BIO-ENERGY UGANDA
Training on HIV awareness			ACET
Training on gender equity and gender based violence			WORUDET
Training on human rights			WAR CHILD UK
Training on advocacy and lobbying			VEDCO, FRA, ESAAF
Training on land rights, land policies and land conflict resolution			ULA
Training on apiary management			KIWEPI/project staff

Training on briquettes production	GREEN BIO-ENERGY UGANDA
Training on tree nursery management	TREE TALK, District forestry dept.
Training on business counselling	Project staff
Training on climate change awareness, mitigation and adoption	Project staff
Training on government policies and planning	Project staff
TOT training for staff	Staff
TOT in Gender & Government planning processes	External Consultant
TOT Making markets work for the poor	APT
TOT Business Counselling	APT
TOT Advocacy and Lobbying	VEDCO Advocacy dept.
TOT on Business Management	APT
TOT on Climate Change Adaptation and Mitigation	Consultant from CAN U.
TOT on Value Chain development	VEDCO