



**United States Agency For International Development
Bureau of Democracy, Conflict and Humanitarian Assistance
Office of Food For Peace**

Fiscal Year 2009 Annual Results Report/ Final Report

Title II Development Assistance Program

"Enhancing Food Security through Poverty Alleviation"

Save the Children in Uganda

FFP-A-00-03-00086

Original Submission Date: June 30, 2009
Resubmission Data: November 2, 2009

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List of Acronyms

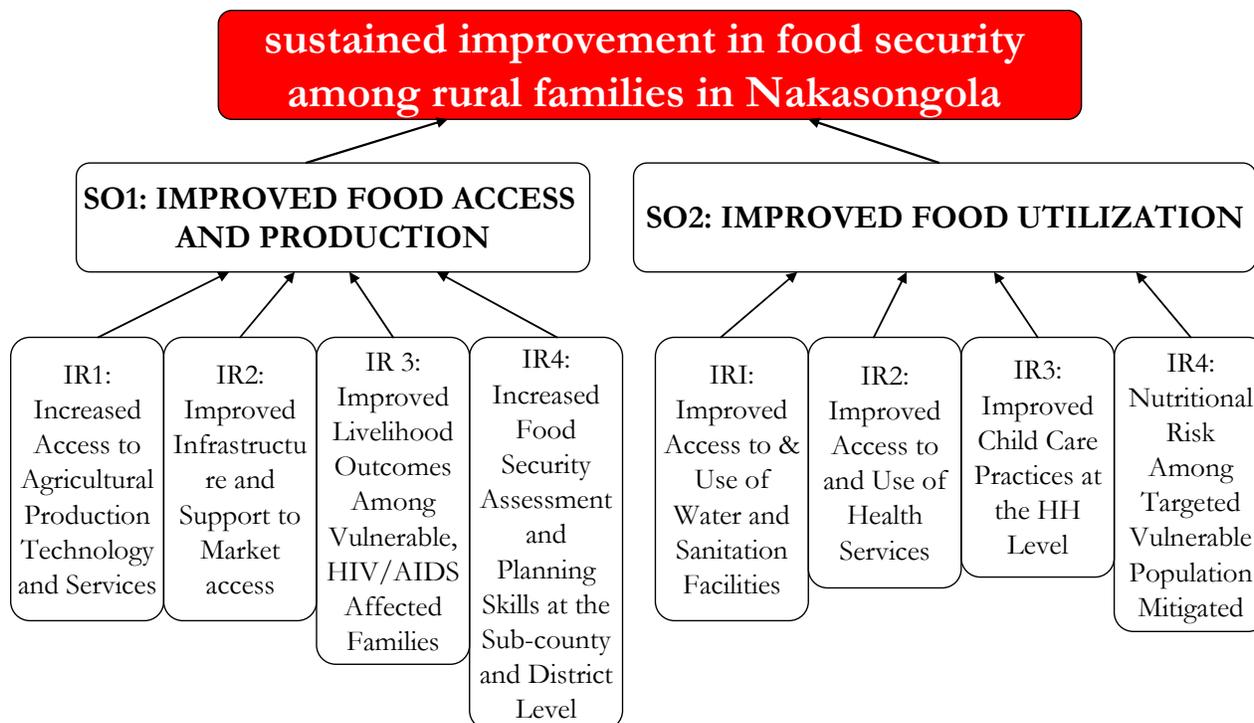
AEW	Agriculture Extension Worker
BCC	Behavior Change Communication
CB-IMCI	Community-Based Integrated Management of Childhood Diseases
CDA	Community Development Assistant
CHA	Community Health Assistant
CMD	Community Medicine Distributor
CRHW	Community Reproductive Health Worker
CSB	Corn Soy Blend
DAP	Development Activity Program
DIP	Detailed Implementation Plan
EFSPA	Enhancing Food Security through Poverty Alleviation
EPI	Expanded Program on Immunization
FFP	USAID/Food for Peace
FFW	Food for Work
FY	Fiscal Year
GIS	Geographic Information System
GMP	Growth Monitoring and Promotion
HEW	Health Extension Worker
HH	Household
IPT	Intermittent Presumptive Treatment of Malaria
IPTT	Indicator Performance Tracking Table
IR	Intermediate Result
ITN	Insecticide Treated Net
KFC	Key Farmer Coordinator
LOA	Life Of Activity
LSG	Livelihood Support Group
LQAS	Lot Quality Assurance Sampling
MTE	Mid-Term Evaluation
M&E	Monitoring and Evaluation
PAF	Poverty Alleviation Funds
PDQ	Partnership Defined Quality
SC/US	Save the Children Federation, Inc.
SCiUG	Save the Children in Uganda
SFCM	Soy Fortified Corn Meal
SFP	Supplementary Feeding Program
SO	Strategic Objective
VCT	Voluntary Counseling and Testing
VHH	Vulnerable Household
WSSC	Water Source and Sanitation Committee

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1. Annual Results

This report details activities implemented during the first six months of fiscal year 2009 (FY09) for the Title II Development Assistance Program entitled *Enhancing Food Security through Poverty Alleviation* (EFSPA) implemented by Save the Children in Uganda (SCiUG). The overall goal of the five and a half year-long program is: ***Sustained Improvement in Food Security among Rural Families in the Nakasongola District of Uganda***. This is sought through activities designed to achieve two strategic objectives (SOs) and their related intermediate results (IRs) as outlined in the results framework below:



The narrative that follows tracks FY09 program achievements during the six-month no-cost extension period for each Strategic Objective and its associated Intermediate Results. Life of Activity program results are also provided in the Indicator Performance Tracking Table in Annex A. It should be noted that funding availability allowed for a higher number of targeted beneficiaries than forecasted in the FY08 Results Report, following conversations with USAID.

SO 1: Improve Food Access & Production among Target Households

The agriculture sector addresses issues of food availability and accessibility, targeting rural households to enhance agricultural production through training and demonstration of improved agronomic practices. In addition, the program provides opportunities to access markets through feeder road rehabilitation and education of farmers' groups for improved production, handling, storage and marketing to maximize returns on their produce.

EFSPA provides added support to food insecure HIV/AIDS-affected vulnerable households under the livelihoods sector of the program through skills development under the Youth Mentorship Program (YMP) and via Livelihood Support Groups (LSGs). With a focus on sustaining the

program's impact, SCiUG also builds capacity in food security assessment, planning and mitigation strategies at the local, sub-county, and district levels of government.

In the no-cost extension period, activities under SO1 focused on selected activities necessitating additional time for conclusion: final trainings for marketing groups, completion of Food for Work roads, graduation of youths under mentorship and sustainability strategies for Livelihood Support Groups.

IR 1.1: Increased Access to Agricultural Production Technology and Services

Activities under IR1.1 were not proposed during the no-cost extension period.

IR 1.2: Improved Infrastructure and Support to Market Access

<u>IR1.2 Key Indicators</u>	<u>Target FY09</u>	<u>Achieved FY09</u>	<u>Ach v Target</u>
Kilometers of roads improved through FFW	120 (LOA)	101.8 (LOA)	84.5%
# of Enterprise Groups established and functioning	16	18	113%
% of targeted households reporting increased market access	40%	75.3%	188%

No-cost extension activities under IR 1.2 focused on completion of Food for Work roads and strengthening marketing enterprise groups.

Food for Work Road Rehabilitation

The bulk of resources under IR 1.2 are devoted to the rehabilitation of community access roads under the Food for Work (FFW) component of the DAP. FFW is carried out in highly vulnerable areas where market access is hampered by poor infrastructure; the improved roads enable farmers to transport produce to market and also invite traders into communities, expanding trading options for households. A positive additional contribution of the FFW activities is improved access to schools and health facilities.

In FY09, FFW activities (see p. 7 for ration) rehabilitated 10.3 kilometers of road that traverses the villages of Ninga, Mizala, Kasambya, Kamiga, Kigweri, Dagala and Kisenyi in Kalungi sub-county. Activities accomplished included signing of the agreement; beneficiary sensitization, selection, registration and orientation; local council meetings; road inventory; training of road monitors; bush clearing; road shaping; and murrum excavation, tipping and rolling. For their labor beneficiaries received 103 hoes, 77 pangas, 77 pick axes, 6 hammers, 26 wheel barrows, 6 measuring tapes, 77 spades and 26 files. It is important to note that the LOA target of 120 kilometers was not reached due to a breakdown in a critical traxcavator machine owned by the Nakasongola District Local Government Works Department. SCiUG has operated in collaboration with the District in all road rehabilitation efforts, so promptly initiated a series of meetings to address this obstacle. Even upon resolution of a strategy for repair, the machine was out of service for over four months, and other options for machine rental were not feasible within the available budget. Thus, the completion of ongoing roads was delayed until the final month of the program and final kilometers to reach the LOA goal were not opened as insufficient time remained for their completion. The chart below summarizes all roads rehabilitated under Food for Work during the DAP LOA:

Road Name (Villages Traversed)	Kms	Sub-county
Mamba-Wanzogi-Kanyonyi	7.5	Kalungi
Ninga-Dagala-Kamiga-Kisenyi	10.3	Kalungi
Kyalusaka-Nakataka-Mumpanga	7.5	Kalungi
Kigejjo-Kanyika	4.0	Kalongo
Malanjala-Namalinda-Bulwandi	6.8	Kalongo
Katugo-Nabukoteka	5.0	Kalongo
Nakaseeta-Kabale-Kyamasanda	5.0	Kakooge
Kyabutaika-Kiranga-Kyeyindula	4.7	Kakooge
Nakitoma-Bujjabe	4.0	Nakitoma
Kiryabyoya-Kyakatono-Minawo	6.0	Nakitoma
Kyangogolo-Namakukulu-Kanyonyi	8.0	Nabiswera
Kiyanja-Zengebe-Muwunami	6.0	Lwampanga
Kikalaganya-Kyebisire	3.5	Lwampanga
Lwakataba-karola-Irimba	6.8	Lwampanga
Namiika-Ggaba-Tumba	6.7	Lwabiyata
Nakayonza-Kaganja-Kimole	10.0	Lwabiyata-Lwampanga
Total	101.8	

During the final months of implementation, the DAP complemented general exit and sustainability meetings with a formal handover of all community access roads opened up and rehabilitated throughout the Life of Activity. In Kalungi sub-county, where road work was still ongoing, this handover was combined with the formal exit meeting. All roads were successfully handed over to the Local Council authorities in the presence of Nakasongola District Officials. The local leadership committed to mobilizing and sensitizing residents for road maintenance, as well as contributing a part of the Local Government Development Program (LGDP) funds remitted to them towards road maintenance at the village level. The established road maintenance/road users committees, who will be supervised by sub-county authorities, committed their labor and mobilization efforts to maintaining the road with the maintenance kit provided by SCiUG (20 hoes, 20 spades and 3 wheel barrows for each road).

Market Enterprise Groups

In FY09 SCiUG finalized support to its 18 marketing groups through two graduation trainings in records keeping, budgeting, and farming as a business. These trainings were organized for group leaders (chairpersons, secretaries, treasurers and marketing officers) from each marketing group, who assume the responsibility to train their respective group members. These one-day trainings were externally facilitated by trainers from reputable firms (FIT-UGANDA and Rural Enterprises Development Services, respectively) and aimed to build capacity and enthusiasm for marketing and business skills. A particular focus of these final trainings was to equip marketing groups to operate independently and to liaise well with their respective sub-counties and Nakasongola District Local Government authorities on technical needs and marketing opportunities. This exercise has also prepared these marketing groups for a new Value Chain Enhancement project, initiated in March of 2009, which will build knowledge and skills built through the DAP to establish semi-formal food processing units at the community level, linked to local and regional markets.

IR 1.3: Improved Livelihood Outcomes Among Vulnerable, HIV/AIDS Affected Families

<u>IR1.3 Key Indicators</u>	<u>Target FY09</u>	<u>Achieved FY09</u>	<u>Achieved vs Target</u>
# households participating in Livelihood Support groups	2,474	2,279	92%
# of youth trained under the Mentorship program	300	210	70%
% of targeted households having a diversified income base	50% (LOA)	28.9% (LOA)	57.8%
% of youth trained applying new skills	50%	32%	64%

DAP livelihood activities aim to build the capacity of vulnerable households and youth to access food and non food items via income generating activities (IGAs). The sector employs a two-pronged approach: the Youth Mentorship Program (YMP) and Livelihood Support Groups (LSGs).

Youth Mentorship Program

Youth between the ages of 15 and 23 are selected for the YMP from among school drop-outs or from vulnerable households to learn marketable skills from mentors in their locality. YMP mentors are skilled volunteers identified by SCiUG and supported with training materials and basic facilitation fees. Mentors and SCiUG extension staff monitor youth participants' progress towards established benchmarks over 1-1.5 years; during this period SCiUG also facilitates the transfer of trade skills to youth via business skills training such as record keeping for income and expenditures, customer care, and budgeting with a focus on often-forgotten costs such as transport. Youth are graduated when they have achieved mastery of three key skills, at which time SCiUG provides start up kits to launch their businesses. SCiUG continues to support graduated youth and encourages them to evaluate the profitability of their business ventures and to strategize needed adjustments.

At the beginning of FY09 many youth were still under mentorship due to the late start of livelihood activities within the DAP (a component incorporated by recommendation of the midterm evaluation); USAID/FFP's approval of a no-cost extension created space to graduate youth upon the natural completion of their training. In FY09, therefore, all 133 youth remaining under mentorship were graduated and provided with start-up kits to begin their businesses according to the vocation they have chosen:

Vocational Skill	Number of Youth
Tailoring	43
Bee keeping	9
Carpentry	16
Payphone services	13
Hair cutting	6
Hair dressing	18
Construction	9
Ox-plough Rental	6
Tablecloth Design	6
Hotel/ Kiosk Services	1
Bicycle Repair	4
Welding	2
Total	133

Throughout youth’s mentorship, SCiUG engages closely with them to monitor their learning progress and assist planning for their own businesses. In FY09, extension staff made routine visits to graduated youth as well, providing guidance on issues youth encountered.

Livelihood Support Groups

Under the second Livelihood Sector strategy, members of vulnerable households are encouraged to form Livelihood Support Groups, which are supplied with inputs and technical training in income generation activities. The beneficiary group for LSG formation is that of the Vulnerable Households (VHH) targeted with monthly general food rations until September, 2008. The LSGs are designed to graduate beneficiaries from dependence on food aid provisioning into self-sustaining livelihood practices that diversify households’ income base and increase their resiliency.

In FY09, following cessation of general food rations, support to LSGs became a focus for DAP programming. The program reached 92% of its target, 2,279 of the 2,474 households previously provided with food aid. Routine support supervision to these 185 groups was complemented by the final distribution of inputs for more recently formed groups. The diversity of livelihood activities – from poultry, piggery, goat keeping and ox-plough rental to apiary, boat renting and fish net making – prompted close collaboration between SCiUG and District Local Government technical staff.

A survey conducted among LSG beneficiaries in FY09 found that 46% reported profitability of their selected enterprises, 32% had succeeded in reinvesting earned income, and 71% felt adequately equipped by SCiUG in terms of material inputs, knowledge and skills.

Finally, SCiUG sought to transition LSGs into local support structures upon the closure of the DAP. Linkages were further strengthened between the groups and the 35 Community Livestock Assistants (CLAs), 16 government staff and 17 SCiUG extension workers trained in previous years. By virtue of their profession and their location, most of these technical resources will remain available to Nakasongola’s communities even after the close of the DAP. SCiUG also provided guidance and encouragement to strong groups wishing to register formally as Community-Based Organizations with their sub-county governments, which will make them eligible for government funding opportunities.

IR 1.4: Increased Food Security Assessment and Planning Skills at Sub-county and District Levels

<u>IR1.4 Key Indicators</u>	<u>Target FY09</u>	<u>Achieved FY09</u>	<u>Achieved v Target</u>
% increase in allocation of District PAF towards Food Security interventions for at-risk Households ¹	25% (LOA)	23.5% (LOA)	94%
# of Sub-County and District Councils having food security strategy/mitigation plans	4	1	25%

In complement to its direct implementation activities, the Development Assistance Program provides capacity building to Sub-County and District officials in food security assessment and planning. In fiscal year 2009, this was achieved through close partnership in the course of DAP

¹ This figure is a composite of selected Poverty Alleviation Funds. PAF line items that have been selected for tracking include: District Roads, Agricultural Extension non-wage, Community Development Assistant non-wage, "Women, Youth & Disabled," Rural Water, and Primary Health Care Development.

planning and implementation, follow-up on the food security assessment conducted in FY08, and advocacy regarding the establishment of food security strategies and mitigation plans in District and Sub-county councils.

Firstly, technical staff members from the District and Sub-counties are involved in planning and implementation across all EFSPA sectors and activities through quarterly review and planning meetings as well as routine collaboration meetings between each DAP sector’s team and their respective District technical department counterparts. This ensures coordination of programming priorities and provides government stakeholders with hands-on knowledge of SCiUG’s implementation systems and strategies. During FY09 focus was on exit and sustainability strategies.

Secondly, in FY09 SCiUG supported the District Production Office to analyze and report upon the results of its food security assessment, a collaborative effort carried out in 2008 to investigate the status of households’ food security in Nakasongola district. Information regarding household expenditures, incomes and consumption was gathered from approximately 300 households randomly selected. Following the collection of this data, SCiUG supported a 5-day training conducted by a Uganda Bureau of Statistics trainer to enable District members to enter and analyze the findings. During the course, the team was taken through the basics of data management, definitions and best practices for questionnaire design, data collection, data entry and report writing. The team trained will be responsible to produce the report of the survey findings by 30th June 2009.

Finally, SCiUG considers advocacy to be a key element of building sustainable systems to address food insecurity in Nakasongola. During the DAP’s LOA a significant increase of funds directed towards food security has been achieved. A food security strategy and mitigation plan is in its final draft; unfortunately, due to the precedent of sub-county plans following District guidance, the target of four plans could not be reached within the LOA but looks promising in the near future.

SO 2: Improve Food Utilization among Target Households

SCiUG’s food security interventions under Strategic Objective 2 aim to improve child health and nutrition with a focus on food utilization. Primary areas of implementation include improving access to and use of water and sanitation facilities; improving access to and use of health services; promoting behavior change for improved child care practices at the household level; and mitigating the nutritional risk among targeted vulnerable households and malnourished children. The FY08 Final Evaluation found notable achievements in the SO2 Result Indicator, *Percentage of Children Underweight per Age Group*, which declined from 17.2% to 8.5% -- well beyond the 12% LOA goal.

IR 2.I: Improved Access to & Use of Water and Sanitation Facilities

No activities were planned for the no-cost extension under IR 2.1, and the only implementation conducted was the distribution of materials to all 62 Water Source and Sanitation Committees that were purchased in FY08.

IR 2.2: Improved Access to and Use of Health Services

<u>IR2.2 Key Applicable Indicators</u>	<u>Target FY09</u>	<u>Achieved FY09</u>	<u>Achieved vs Target</u>
# of key community members trained in CB-IMCI	728	673	86%
# of key community members trained in IPT	728	673	86%

Under the first five years of the DAP, IR 2.2 encompassed a wealth of interventions promoting improved access to and use of health services. These included activities ranging from home improvement campaigns to community-based integrated management of childhood illnesses (CB-IMCI), to malaria initiatives, reproductive health, HIV/AIDS services, and partnership defined quality circles focused on healthcare quality. An important achievement under IR 2.2 was the increased % children 6-36 mo. with fever in past 2 weeks who were brought to appropriate provider, from 55.6% at baseline to 87.3% upon final evaluation.

In FY09 the DAP focused its health interventions exclusively upon training and support to Village Health Teams (VHTs). Collaboration with the District began in FY08 on this important initiative. In line with a mandate from the National Ministry of Health, 7-member Village Health Teams (VHTs) were elected by their communities and trained against the national curriculum. Their role after training is to provide the first service delivery point in the villages for an array of basic health interventions, for referrals to health centers, and for the maintenance of health data on all residents in their villages. VHTs also play an important role in detecting trends, such as measles outbreaks, and reporting them to local and District government authorities for response. During the fiscal year SCiUG provided VHT training for 673 members in Lwabayata, Kalungi and Nabiswera sub-counties. Within the fiscal year SCiUG achieved successful training attendance rates and undertook the substantial training effort throughout five of the DAP's seven sub-counties, as planned.

IR 2.3: Improved Child Care Practices at the Household Level

With the exception of child care practice messaging as provided by the Village Health Teams (discussed in IR 2.2), no activities were implemented under this IR during the no-cost extension period.

IR 2.4: Nutritional Risk among Targeted Vulnerable Population Mitigated

<u>IR2.4 Key Indicators</u>	<u>Target FY09</u>	<u>Achieved FY09</u>	<u>Achieved vs Target</u>
Not applicable	N/A	N/A	N/A

The majority of food distribution activities ceased at the close of FY08; only Food for Work commodity distribution continued, to which no key indicators apply. FFW rations are given after each 10 days of road rehabilitation labor in the following amounts:

Soy-Fortified Cornmeal (SFCM)	Vegetable Oil (VO, 4L)
50 kgs	2.5 kgs

The total distributions in FY09 are tallied in the following chart:

Food for Work Distributions - MT		
	SFCM	VO
Planned	73.3	3.66
Actual	69.5	3.47
Returned	3.8	0.19

No calls forward were made or received in FY09. Monetization sales of the final call forward were completed in FY08 by the Monetization Consortium lead partner, ACDI/VOCA, so FY09 monetization activities were limited to the receipt of disbursements as indicated in the Monetization Tables, Annex E.

In the final months of the DAP all excess food commodities were transferred to other Title II Implementing Partners in Uganda per USAID guidance. Transfer agreements are provided as Annex H, and the chart below details the commodity transfers:

	Soy Fortified Cornmeal	Vegetable Oil	CSB	Lentils
Total MT	276.78	50.22	51.67	59.43
Recipient	ACDI/VOCA	ACDI/VOCA	ACDI/VOCA	WFP

Due to the delay in Nakasongola District Works machinery repair (discussed in IR 1.2, above) and its resulting disruption of DAP Food for Work activities, 57.6 MT of soy-fortified cornmeal and 30.92 MT of corn soy blend (CSB) stored in the Nakasongola warehouse passed their best if used by date before they could be distributed. Following consultation with USAID, the commodities were tested by the Government Analytical Laboratory and found to be fit for human consumption for an additional three months, until April 20th, 2009. They were reconstituted into new bags, before prompt distribution and transfer. ACDI/VOCA, who received the affected commodities, was consulted on all decisions and scheduled for distribution of the commodities closely following receipt.

2. Proposed Modifications to M&E Plan, IPTT, and Work Plan

No modifications are proposed at this time.

3. Success Stories

Please see Annex G.

4. Lessons Learned

Lessons learned during this final period stemmed from the process of closing the program. The following selected points were among the most important:

1. While sufficient time was created for “phasing out” of program activities and partnerships, some handovers and graduations could have been done earlier in the LOA. An example is the Food for Work roads: though 16 roads were rehabilitated during the program, they were not officially handed over upon completion. This led to: 1.) an expectation that they were still “Save the Children’s roads” and, thus, a lower community drive to maintain them, and 2.) a need for all of these handovers to take place in the final months of the LOA.
2. The decision to conduct “exit meetings” within each sub-county of implementation and at the District level was highly welcomed by the communities, partners and government. This provided the opportunity to discuss achievements over the LOA, lessons learned for programming, already-agreed sustainability strategies (re-emphasizing roles following SCiUG’s exit), and beneficiaries in each community. This latter point – sharing the DAP database of those who have been supported – was particularly appreciated by stakeholders as

it builds upon the communities' knowledge of the resource persons available at the local level.

3. On a larger, programmatic design level, the distribution of food throughout the LOA would likely have led to more sustainable results had it included graduation of beneficiaries within the five years and/or reduction of rations. As designed, close to 2,500 households received full rations for five years – and then nothing beginning October, 2008. In the DAP's follow-up support supervision to these households during the no-cost extension period after distributions had ended, this was cited consistently as a major challenge. It is important to note that a sustainability strategy was built in for these beneficiaries: livelihood strategies were provided through the Livelihood Support Groups. This strategy would have been well complemented by a graduation of food aid beneficiaries throughout the program.

5. Closeout Status

Save the Children in Uganda's DAP officially closed on March 31st, 2009. In the months prior, a series of managerial and programmatic tasks provided for a smooth cessation of activities. Foremost among these are human resources management, asset and supplies disposition, administrative close-out, and responsible exit from the communities of Nakasongola.

Human Resources Management

The DAP staff of 65 was reduced to 21 as of October 1st, 2008, and all DAP contracts were terminated upon the close of the program on March 31st, 2009. For each of these stages Save the Children in Uganda ensured full compliance with Ugandan laws regarding discharge, reassignment and severance of staff. Termination notices were given well in advance of contract requirements. The Human Resources team worked with DAP Management to ensure that sufficient funds were budgeted to pay out accumulated leave and terminal benefits.

Asset and Supplies Disposition

The disposition of supplies (items valued under \$5,000) was divided between a public auction on March 27th, 2009, and the donation of office equipment to partner organizations who will carry forward components of the DAP sustainability strategy and complementary programming for children. The Asset Disposition Plan, attached as Annex I, required selected revisions and is hereby submitted to USAID for final approval. Within this document it is proposed that the remaining balance of monetization proceeds be allocated in the same fashion as asset disposition proceeds, to address acute food security and livelihood needs in the Karamoja Region of Uganda. Please reference the Asset Disposition Plan for greater detail. 202(e) and ITSH balances will be transferred back to the U.S. Disbursing Officer per Regulation 11.

Administrative Close-Out

A number of administrative tasks were completed in FY09 to prepare for the program's close. These included lease termination, internal reporting, vacating of office premises, close-out discussions with collaborating partners and human resources evaluation, among others.

Exit Discussions

SCiUG approached the DAP's close with a series of strategies and discussions at multiple levels. Among the community, staff disseminated messages at every opportunity within the months prior to close to ensure 1.) that communities understood the DAP was closing, but that broader SCiUG programming was not, 2.) that beneficiaries understood that DAP-related services would no longer

be present to support them, 3.) and that beneficiaries were encouraged and equipped to pursue independent activities. Within the thematic sectors, exit strategies laid out in FY08 were implemented in FY09 in collaboration with communities and local development actors, including District and Local Government authorities. These sustainability plans are attached in brief in Annex F. Finally, a series of exit strategy meetings were held within each of the seven sub-counties and at the District level to discuss achievements and lessons learned over the life of the DAP, to share data on beneficiaries and infrastructure, and to chart next steps for the communities following the close of the program.

Attachments: Removed for November Submission