



Graduating to Resilience

QUARTERLY REPORT (Q1)

October 01 to December 31, 2017

Submission Date: 01/30/2018

AID-FFP-A-17-00006

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This document was produced for review by the United States Agency for International Development Uganda (USAID).

Graduating to Resilience is implemented by AVSI Foundation in partnership with



QUARTER I:

AVSI Foundation, as the prime recipient, signed the USAID Cooperative Agreement, “Development Food Security Activity in Uganda—Graduation Pilot”, No. AID-FFP-A-17-00006, on September 30, 2017. The Activity is now operating with the project title, “Graduating to Resilience”.

The activities covered in this 1st Quarterly Report (FY2018) relate to the period of October 1, 2017 to December 31, 2017.

Section I: Overview

I.1 Activity Description

Activity Title	Graduating to Resilience [Development Food Security Activity in Uganda—Graduation Pilot]
Agreement Number	AID-FFP-A-17-00006
Name of Prime Implementing Partner	AVSI Foundation
Name(s) of Sub-recipient(s)/Sub-awardee(s)	Trickle Up Program, Inc IMPAQ International, LLC
Activity Start Date	October 01, 2017
Activity End Date	September 30, 2024
Reporting Period	Q.1: October 2017 – December 2017

In implementing the Graduating to Resilience activity in Uganda, the AVSI Consortium will partner with the Office of Food for Peace, USAID/Uganda, and the GoU to graduate extremely poor refugee and Ugandan households from conditions of food insecurity and fragile livelihoods to self-reliance and resilience. At the end of the Activity, the project will have tackled the underlying causes of food insecurity with a sustainable, cost-effective adaptation of the Graduation Approach that is Ugandan-led and backed by strong evidence of impact. In this Activity in Kamwenge district in Western Uganda, which hosts the Rwamwanja refugee settlement in Nkoma Sub-County, the Office of the Prime Minister (OPM), UNHCR, WFP, PRM, and USAID are all stakeholders. For these stakeholders, the

project is an opportunity to promote social cohesion by targeting and working directly with both sub populations with a conflict aware and sensitive approach.

Project Goal: Extremely poor refugee and Ugandan households in Kamwenge graduate from conditions of food insecurity and fragile livelihoods to self-reliance and resilience

Purpose 1:

Improved food security and nutrition status of household members

Purpose 2:

Improved household economic status

Purpose 3:

Increased resilience of household members and communities

This goal statement reflects the various components of a Theory of Change that integrates the challenge of sustained food security and nutrition within the context of risk management and the strengthening of the household economy. The Theory of Change is multi-dimensional with a specific orientation to the dynamic process of change that requires agency and empowerment as the motors of that change, leading to the long-term result of greater resilience.

Section 2. Major Achievements Year I, Quarter I

Refine and Implement Structure

Year 1 (12 months)	Refinement
Years 2-4 (30 months)	Intervention Cohort 1
Year 4 (6 months)	Refinement
Years 5-7 (30 months)	Intervention Cohort 2
Year 7 (6 months)	Conclusion

Year 1 of the Activity has been designated as the Refinement year, an important phase for deep listening and consultation, assessment and analysis and refinement of intervention design.

AVSI and partners have focused on mobilizing a highly capable team and putting into place the internal mechanisms and field office arrangements

that lay a solid foundation for successful implementation.

Major achievements during Quarter 1 include the consolidation of the AVSI led consortium, kickoff meeting (D.C.), start-up workshops in Kampala (Uganda), initial stakeholder consultations, and the recruitment of both Uganda and HQ staff. Consortium relationship building and planning, as well as full staffing based on the project proposal, will allow project activities to get underway smoothly.

2.1 Consolidate Consortium

The Consortium is led by **AVSI** and comprises two international partners each bringing unique added value and corporate capability, Trickle Up and IMPAQ International. During Year 1, Quarter 1, AVSI successfully negotiated sub-award agreements with both sub-recipients. The kick-off and planning meetings held early in the 1st Quarter with senior staff from each partner organization allowed the consortium to get off to a strong start, with open communication and ample demonstration of the high degree of enthusiasm for and commitment to this ambitious project.

Trickle Up will contribute its pioneering work with the Graduation Approach reaching the extreme poor by connecting women, mostly refugees, through savings groups and business ventures to increase income and assets to move them out of poverty. Trickle Up plays a leading role in the Graduation Approach global community of practice, known for its innovation and adaption to specific contexts as well as technical assistance to national and municipal governments for the adaption and scaling of the Graduation Approach.

On 23rd November 2017, Trickle Up Program Inc. and AVSI Foundation—Uganda entered into a MOU agreement to support the implementation of the Graduating to Resilience.” Trickle Up does not currently have registration to operate in Uganda, thus to support start up activities and implementation per the sub award agreement, this MOU allows a mechanism for Trickle Up to operate legally in Uganda via AVSI hosting Trickle Up as seconded staff to AVSI—Uganda. This partnership will greatly facilitate the objectives set out in the project and will allow an integrated channel for communication and collaboration across prime and sub awardee activities.

IMPAQ currently provides expert M&E and adaptive management technical support to USAID and other donor agencies globally, notably in Uganda, Rwanda, Malawi and Mozambique, and has a long track record of collaborating with international NGOs to deliver rigorous, evidence-based research, evaluation and analysis to inform improved decision-making in development projects agriculture, livelihoods, child labor, and education among other sectors. For this Activity, IMPAQ will support AVSI to manage the learning activities of the pilot and serve as the main link to the external evaluation partner. IMPAQ will provide expert technical support to the M&E Advisor and team, in addition to conducting internal operational research and managing the communication of results internally and externally at different levels.

2.2 Kick-off and Planning Meetings

Kickoff Meetings

A first kickoff meeting for the Graduating to Resilience Activity was held on November 7, 2017, in Washington, DC. The objectives of the meeting were two-fold, in that it, i) provided an overview of USAID's mission strategy, compliance processes and focuses, as well as country-specific investments in Uganda; and ii) provided an opportunity to bring together consortium partners for face-to-face discussions with USAID and partnership building.

On November 15, 2017 AVSI held an entry meeting with UNHCR team members. The meeting was held at the UNHCR headquarter office in Kampala, attended by heads of sections and the regional and field office (Mbarara and Kamwenge) staff attended through a video connection. AVSI presented the overall graduation and resilience approach that AVSI has developed and used largely in SCORE project in addition to a detailed presentation on the Graduating to Resilience Activity. The UNHCR team were excited about the project and pledged their support towards making this successful.

On November 29, 2017 AVSI and IMPAQ jointly held an entry meeting with stakeholders in Rwamwanja refugee settlement including UNHCR, OPM, Nkoma sub county officials, refugee leaders and representatives of agencies operating within the settlement. With the primary objective of introducing this new mechanism to the stakeholders, AVSI made a presentation highlighting the Activity's key features including the purposes, approach, and targeting and implementation strategies. The meeting guided the Activity to, among other things: pay attention to male engagement while addressing barriers to active participation of women in economic activities, explore non-agricultural livelihood options for youth, identify and fill gaps in existing services, integrate climate risk mitigation strategies in agriculture as the area is often prone to prolonged dry spell, and concentrate on development and building resilience as the settlement will stop receiving new refugee arrivals on December 31, 2017 thus completely shifting away from emergency response mode.

On November 30, 2017, AVSI and IMPAQ jointly held a second entry meeting but this time with members of Kamwenge District Local Government. The meeting whose objective was to formally introduce the Activity to the District officials was attended by heads of departments

and sectors. AVSI made a presentation of the Activity's summary, its intervention logic, approaches and strategies, and staffing plan. The District guided the Activity that: malnutrition is a major problem requiring great attention, the district has 612 villages outside the settlement, the Activity should work with the District to develop beneficiaries' selection criteria and stick to the 50/50 targeting of refugees and host population as being the most appropriate sharing of benefits.

On December 4-5, and 8, 2017, a second kickoff meeting was held, in Kampala, Uganda organized by USAID FFP and attending by AVSI, IMPAQ and two other mechanisms newly awarded in Karamoja. The objectives of the meeting were: to provide post award orientation; clarify procedures to facilitate award implementation; provide details of the more critical or complex requirements to ensure understanding; clarify roles of key personnel; and identify and resolve any outstanding issues. AVSI gave a short presentation to introduce the Activity.

Consortium Planning Meetings

On November 7-8, 2017, in Washington, DC, AVSI convened additional meetings among the consortium members to allow for early discussion and planning for the Activity. Senior level staff from each of the two partners participated.

Additionally, outreach was made to other USAID and State Department contacts interested in the Activity, as well as a limited number of implementing partners. The objective of these meetings was in general to inform key actors of the Activity, solicit input, and create or strengthen relationships that will serve the interests of the Activity.

List of people met:

- PRM: Chris Upchurch, Katherine Perkins, Jazmin Clarke
- USAID, Center for Resilience: Greg Collins
- USAID, Food for Peace: Alisa Wong
- USAID, Youth Development Expert: Carey Utz
- USAID, Desk Officer for Uganda: Samantha Schasberger
- UNHCR Donor Relations, Livelihoods, and Field office team leader
- Platform for Economic Inclusion: Michelle Kaffenberger
- World Bank: Aude de Montesquiou
- Village Enterprise: Celeste Brubaker
- Give Directly: Joanna McCray
- BOMA Foundation: Jaya Tiweri

2.3 Staffing and Recruitment

AVSI immediately brought on board the necessary staff to lead the start-up phase of the Activity and activated the human resources departments at headquarters level and in Uganda to begin recruitment and hiring of staff for this Activity.

Headquarters support from AVSI will include direct management, financial, human resources and logistics support from Kampala HQ; financial management and compliance, as well as communication and knowledge management support from HQ in Milan and USA. Trickle Up headquarters support will focus on technical assistance for the Graduation Approach, refugee contextualization, relationship with UNHCR and other relevant actors and engagement with the Graduation Community of Practice. IMPAQ headquarters support will focus on M&E, research and learning and adaptive management expertise and best practice.

AVSI Headquarters

USA: Jackie Aldrette, Activity Coordinator
USA: Mariam Joshi, *temporary* Activity Coordinator
Italy: Andrea Nebuloni, Finance Manager
Italy: Lorna Beretta, Knowledge Center Officer
Kampala: John Makoha, Country Representative
Kampala: Rita Larok, Programs Advisor
Kampala: Peter Galibwa, Operations Manager
Kampala: Olive Ngamita, Communications Officer

AVSI Project Staff

Chief of Party: Massimo Lowicki-Zucca (start date 1/1/2018)
Deputy Chief of Party, Jordan Canocakacon
M&E Advisor, John Paul Nyeko
Graduation and Linkages Advisor, Innocent Cwinyai
Cash and Voucher Advisor, John Baptist Acellam
Food Security and Nutrition Advisor, Robinah Nannungi
Program Manager, Hannington Mucunguzi

Trickle Up

Senior Livelihoods and Refugees Advisor, Daniel Ocom, based in Uganda
Senior Gender Advisor, TBD, based in Uganda
Senior Technical Training Advisor, Shoshana Hecker, based in Washington, D.C.
(start date 1/15/2018)
Program Manager, Rose Wilder, based in New York City (start date 1/15/2018)

IMPAQ

Interim Research and Learning Advisor, Andie Procopio – currently in Uganda

2.4 Initial Stakeholder Consultations – Uganda

Initial introductions and planning meetings were held with key stakeholders in Uganda and in particular in Kamwenge by the AVSI team. The table below provides summary notes for the stakeholders met during the first quarter.

Stakeholders /Service Providers	Categories	Lead Areas/Sector	Summary of Interaction to Date
OPM	Governme nt	Oversees all sectors in addition to registration and profiling of refugee entrants in the settlement	<p>Met with team members from the office of the Settlement Commandant who provided context related information. We introduced to him the Activity, its goal and purposes, target and key interventions. The Commandant and his team indicated to us that the settlement is comprised of 44 villages spread across 13 zones with a total population of 75,000 persons of concern, 98% of whom are from Democratic Republic of Congo. It was also noted that the settlement will stop receiving new influx in December 2017 since it has reached its holding capacity.</p> <p>The team has since had several meetings with the team from OPM to discuss various activities. The commandant also provided a settlement tour to the project staff and has been very supportive with start up</p>
UNHCR	UN Agency	Oversees all Sectors and funds different agencies to deliver several of the activities in the different sectors. The activities include crop farming, animal production and fishing, micro credit, Loan recovery, skills development and training to around 1,000 beneficiaries in the South West area of Uganda (including the Rwamwanja Settlement).	<p>Met both the team in the field in Rwamwanja field office and at head quarter. The Graduating to Resilience Activity was introduced in brief.</p> <p>UNHCR in the field office provided details of partners currently operating in the settlement and the different sector leads that the activity will coordinate with. Together with UNHCR, we jointly planned and scheduled the entry meeting that brought together various stakeholders.</p>

Lutheran World Federation (LWF)	Implementing Partner (UNHCR)	<p>Cash Transfers</p> <p>WASH (Provision of portable water, Building water points, Hygiene sensitization, Vector control Constructions of latrines),</p> <p>Education (Building infrastructures, provision of furniture and text books, provision of scholastic materials & uniforms, and provision of facilitation to district inspectors)</p> <p>Protection (GBV interventions, child protection, legal services, peace building, building protection houses & shelters, psychosocial support and mental health support).</p> <p>Livelihood (provision of farm inputs, training of farmers, saving kits, market and financial literacy trainings).</p>	
Save the Children	Implementing Partner (UNHCR)	<p>Child friendly spaces</p> <p>Protection</p> <p>SGBV identification, response and prevention</p> <p>Legal support</p>	
Windle Trust Uganda	Implementing Partner (UNHCR)	<p>Educational Support (Building infrastructure, provision of furniture and text books, provision of scholastic materials & uniforms, and provision of facilitation to district inspectors)</p>	
Fin Church Aid	Operations Partner	<p>Education support-</p> <p>Vocational Skills trainings (BCP, Catering, black smith Welding, Motor cycle repair, Hair Dressing, Textile and garment cutting),</p> <p>Business skill training</p> <p>Employment linkages</p>	
WFP through Samaritan Purse	Operations Partner	Food Distribution	
Tutapona	Operations Partner	Psychosocial Trauma support referrals	
ACORD Uganda	Operations Partner	Reproductive Health	
Feed the Hungry	Operations Partner	School Feeding	

War Child Canada	Operations Partner	Legal Aid	
Uganda Red Cross Society	Operations Partner	Tracing Family and Reintegration	
AHA (African Humanitarian Actions)	Operations Partner	SGBV	Met in the field office in Rwamwanja even though they indicated that their office was closing and at the time, activities were largely scaled down
African Initiatives for Relief & Dev't	Operations Partner	Warehousing Referrals for SGBV and Health related Issues	

2.5 Field Office Set Up – Kamwenge

Three field visits were made to Kamwenge during the first quarter. In the first visit, October 2017, a quick assessment of office space and staff accommodation options was conducted. The team established that OPM and UNHCR allocates land within the Base Camp (main operation area) to partners to construct their own houses as rental options were not readily available. Outside the base camp is an upcoming trading center with minimal housing options. A few houses under construction offer very limited office space and staff accommodations which would be ready in two months. AVSI identified and rented a small house within the trading center which serves as a temporary office space with modest staff accommodation as options to construct own office space and staff accommodation within the base camp are being explored.

There is free access to water and electricity generated and supplied by UNHCR to all partners resident within the base camp. Meanwhile, there is no access to water and electricity within the trading center. Water trucking will serve as a temporary means to supply water to the office space while a generator will be used to supply electricity.

Meetings were held to share with the district leadership a draft MOU that AVSI had developed to formalize partnership with Kamwenge district local government. The MOU was finally signed on November 30, 2017 after the district level inception meeting at the district headquarters.

An assessment of existing investments within Kamwenge district that may complement our efforts and affect the results of our work brought out information regarding two complementary projects: 1. Western Refugee Agriculture Project (WRAP), a 3-year (2015 - 2017) agriculture and nutrition initiative reaching 2,200 households (70% refugees and 30% host community) in Kamwenge district, and 2. Agriculture and Market Support Project targeting 6,100 households (4200 Refugees and 1900 Host community) and working with farmer groups of about 30 individuals known as Rural Producer Organizations (RPOs) which transition to Area Cooperative Enterprises (ACE) for bulk marketing. AVSI will continue the relationship with these projects to understand the potential for synergy or to avoid overlap.

2.6 Communications

AVSI is committed to putting in place a robust communications strategy in order to share the learning from this Activity as widely as possible, and also to solicit and crowd in input and synergetic relationships with other actors.

The headquarters offices of AVSI, Trickle Up and IMPAQ will collaborate on communications activities, with a lead role played by Activity staff in Uganda.

In Year 1, Quarter 1, the consortium accomplished the following:

- Branding and Marking Strategy – draft developed and under review
- Press Release – prepared, shared for USAID clearance, clearance received and distributed nationally and internationally
- Text for project webpage – prepared, shared for USAID clearance, clearance received and posted at www.avsi-usa.org
- Project brief - prepared, shared for USAID clearance, clearance received and shared with stakeholders and interested parties
- Short animation video – draft prepared, shared for USAID input, currently in final stages of production (estimated release date: February 15, 2018)

Section 3: Looking Forward – Year I, Quarter 2

3.1 Recruitment

The following positions should be filled during the 2nd quarter.

AVSI

- Database Manager
- Communications Manager
- Food Security and Nutrition Officers (3)
- Livelihoods Officers (3)
- Graduation and Linkages Officers (3)
- Coaches (120)

Trickle Up

- Senior Gender Advisor
- Gender Consultant
- Gender Officers (3)

IMPAQ

- Research and Learning Advisor

3.2 Year I Work Planning

Key events for the upcoming quarters:

- Reference group meeting, AVSI consortium, USAID FFP and IPA, January 10-12, 2018
- Gender training, January 16-18, 2018
- M&E Meeting, January 19 and 22, 2018
- Identification of consultants to conduct assessments, and initiation of assessments
- Recruitment for all vacant positions (Advisors, Program Officers, Communications and Database Managers)
- Finalize and submit Marking and Branding Plan
- PREP advanced planning

3.3 Assessment Implementation

Advisors shall develop concept notes for all the assessments to be conducted in Year 1:

- Food Security and Nutrition (KAP) Assessment,
- Climate Risk Assessment
- Gender Analysis,

- Market and Value Chain Assessment
- Youth Analysis
- Labor Market Assessment
- Service Provider Mapping

Assessments will begin in the 2nd quarter and continue into the 3rd quarter.

3.4 Impact Evaluation and M&E

The external research partner had not been contracted by the end of the 1st quarter. The first meeting of the Reference Group will include the research partner responsible for the impact evaluation (RCT) of the Activity and will be held in early January 2018.

The dates for the Activity specific M&E Workshop remain to be decided.