



Annual Report 2012

Building Economic Resilience in Marginalized Communities

Prepared by:
Dr. Alfred Lakwo, Executive Director
March 15, 2013



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Acronyms

ABCCD	=	Abstinence, Be Faithfull, Condom use, Circumcision, and Disclosure
AFARD	=	Agency for Accelerated Regional Development
AFRISA	=	Africa Institute for Strategic Animal Resource Services and Development
AIDS	=	Acquired Immunodeficiency Syndrome
ANC	=	Ante Natal Care
ART	=	Anti Retro Viral Treatment
BCCE	=	Behavior Change Communication and Education
BO	=	Beneficiary Organization
BoM	=	Beneficiary Organization Members
CAES	=	College of Agricultural and Environmental Sciences
CDD	=	Community Driven Development
CDO	=	Community Development Office(r)
CEF	=	Community Education Fund
CHFA	=	Community Health Frontline Advisor
DMO	=	District Medical Office(r)
DWO	=	District Water Office(r)
FCM	=	Facility Management Committee
FO	=	Field Officer
GBA	=	Gender Based Analysis
GLS	=	Group Loan Scheme
HIV	=	Human Immunodeficiency Virus
IGA	=	Income Generating Activities
JOYODI	=	Jonam Youth Development Initiative
KRA	=	Key Result Area
LCs	=	Local (Village) Council
LLG	=	Lower Local Government
M+E	=	Monitoring and Evaluation
MRAL	=	Monitoring, Reporting, Accounting and Learning
NAADS	=	National Agricultural Advisory Services
NGO	=	Non-governmental organizations
NUSAF	=	Northern Uganda Social Action Fund
OATC	=	Odokibo Agricultural Training Centre
OVC	=	Orphans and Vulnerable Children
P4MA	=	Production for the Market and Assets
PLWA	=	Persons Living with HIV/AIDS
POCA	=	Participatory Organizational Capacity Assessment
PTC	=	Post Test Club
PwP	=	Prevention with Positives
SMC	=	Safe Male Circumcision
UGX	=	Uganda Shillings
VCT	=	Voluntary Counseling and Testing
VV	=	Village Volunteers
WASH	=	Water, Sanitation, and Hygiene
WENDI	=	West Nile Development Initiative programme

Table of Contents

Acronyms	3
Table of Contents	4
About AFARD	5
Chairperson's Communication	6
A Message from the Executive Director	7
A Bird's View of 2012	8
Major projects.....	8
Services Outreach	8
2012 Performance Assessment	9
Sustaining Food and Nutrition Security.....	10
Strengthening Production for the Market (P4MA)	12
Enhancing Livelihood Diversification	14
Reducing Preventable Water-borne Disease Burden	16
Promoting Combination HIV/AIDS Prevention	17
Upscaling Community Education Fund	20
Citizenship Building for Community-led Advocacy.....	22
Institutional Development for Partner Groups.....	24
Harnessing AFARD's Financial Sustainability.....	26
Engendering Livelihood Security	27
Organizational Performance	28
Financial Performance.....	29
A look into 2013.....	32

About AFARD

The Agency for Accelerated Regional Development (AFARD) is a home-grown local, not-for-profit, non-denominational, non-governmental organization (Reg. No. S.5914/3753 and Reg. No. 45170) formed in July 2000 by professional sons and daughters of West Nile.

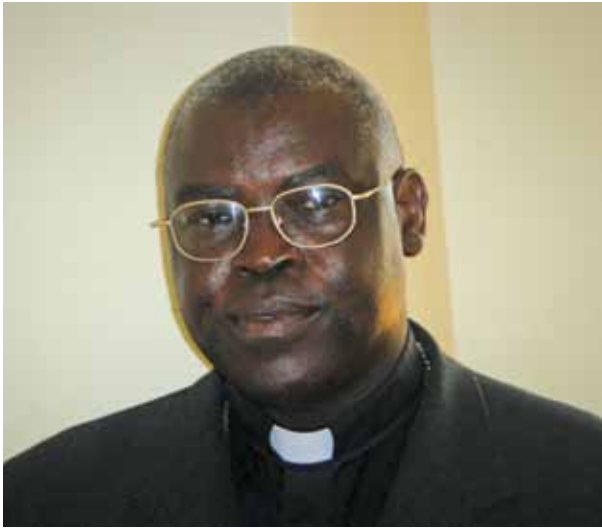
Besides, AFARD is also a member of many networks, namely: Uganda National NGO Forum; Participatory Ecological Land Use and Management – Uganda Chapter (PELUM); Uganda Water and Sanitation NGO Network (UWASNET); Uganda National AIDS Services Organizations (UNASO); District NGO Forum in Nebbi, Yumbe, and Moyo Districts; and Nebbi AIDS Services Organization Network (NASON).



Table 1: AFARD's Functional Mandates

Values/Principles <ul style="list-style-type: none"> • Respecting human dignity, equality, justice, and freedom. • The enshrinement of the empowerment approach to development; • Local ownership by beneficiaries of whatever initiatives they are involved in; • Use of participatory methodologies; • Reliance on local resources including ITC, human and physical resources; • Localizing research aimed at generating local area sensitive interventions; • Genuine partnership based on mutual trust, respect and honesty; • Linkage and collaboration with like-minded stakeholders; and • Transparency and accountability. 	Vision	A Prosperous, Healthy, and Informed People of West Nile.	Impact
	Mission	To contribute to the moulding of a region in which the local people, including those who are marginalized, are able to participate effectively and sustainably and take a lead in the development of the region.	
	Philosophy	<ul style="list-style-type: none"> • People know their problems better; • It takes hard work to live a better life; • Donors are friends en route to beneficiaries' desired ends; • Poor people lead holistic livelihoods and support to them should be cognizant of this fact; • Change is gradual; involving time, hard lessons, openness, and flexibility; and • Capacity building can neither be rushed nor pre-determined. 	
	Strategic focus	We envision active citizens who are able to sustainably and equitably : <ul style="list-style-type: none"> • Eat adequate nutritious foods – Food Security; • Live in decent homes and accumulate adequate financial and material assets – Economic Security; • Suffer less from preventable morbidity and mortality – Health Security; • Attain literacy and marketable skills – Education security; • Exhibit voice and choice in the governance of their groups; and communities - Good governance; and an AFARD that is visible, impacting, and less donor dependent. 	
	Key strategies	Key strategies <ul style="list-style-type: none"> • Technical and managerial skills development • Participatory action research • Resource mobilization • Information gathering and dissemination • Advocacy • Networking 	Outcome
	Main beneficiaries	<ul style="list-style-type: none"> • Community based groups/Village Associations. • Marginalized fishing & farming communities • Orphans and Vulnerable Children (OVCs) • Persons Living with HIV/AIDS (PLWA). • Women youth council structures. 	Operations
	Alliances	<ul style="list-style-type: none"> • Donor community. • Local governments. • Private sector institutions. • Civil Society Organizations and networks. • Civil Society Organizations and networks. • Universities and research institutions 	

Chairperson's Communication



*To our
stakeholders,
this report
demonstrates
value for your
financial, material,
and moral support*

To our esteemed stakeholders – partner groups, local governments, and donors, this annual report presents AFARD's achievements and drawbacks in 2012. Compared against our planned targets for the reporting period, it shows that AFARD made tremendous gains in the attainment of almost all targets. Yet, viewed from the successes of 2011, the performance demonstrates a gradual but steady increase in food and nutrition, economic, health and education securities as well as in good governance. These marked achievements, no doubt, stems from the exemplary leadership, commitment, professionalism and accountability exhibited by both the Board members and the Technical team. Further, as is evident from the report, adequate efforts were put in place to innovatively and efficiently reach out to and positively impact on the lives of the marginalized poor – dignified livelihoods. Research continued to remain a lynchpin of our work.

On behalf of the Board, I therefore thank all our stakeholders for the well intentioned supports. This report demonstrates value for your varied – financial, material, and moral - supports. It also echoes further calls for additional support for AFARD to continue bringing hopes to those who had resigned in life and to inspire many more that “we can become a poverty free West Nile.”

Finally, I pledge our continued prudence, exemplary stewardship, professional innovations, accountability, and learning as we deepen our impacts for secure livelihoods.

A handwritten signature in black ink, appearing to read 'Rt. Rev. Dr. Ocan Sabino Odoki'.

Rt. Rev. Dr. Ocan Sabino Odoki,

CHAIR, BOARD OF DIRECTORS

A Message from the Executive Director

*Research, strategic
partnerships,
constructive
engagements,
reflective learning, and
periodic accountability
remained core in our
operations*



In 2011, AFARD's effort was invested in unlocking aspiration failures among poor marginalized communities. The impressive results revealed that "Yes, Rural and Marginalized People of West Nile can live to their aspirations." This year 2012, AFARD's focus was on sustaining past achievements and enabling the poor climb the aspiration ladder of economic resilience.

To achieve these two-pronged aims, services were delivered to 403,996 people (74% women) and UGX 5.3 billion was raised (although only 74% was actually spent). Research, constructive engagements, reflective learning, and periodic accountability remained core in our operations. Strategic partnerships with national networks, research institutes, universities, and private sector improved our skills and linkages. And, community capacity building enhanced community groups' abilities to own and stir their change processes.

As a result, 95% of the beneficiary households eat three balanced meals daily. Farming as a business was adopted as a route for family wealth creation. Equally, with UGX 1.5 billion group loan fund, livelihood diversification was a norm in all households. Access to safe water increased from 78% in 2011 to 87% in the year thanks to gorta for the 17 new boreholes drilled. In spite of the heavy flooding, malaria prevalence rate remained below the national average at only 26% in children. In HIV/AIDS, 8,396 new people tested their HIV status, 86% of pregnant women delivered in health facilities, and many more women used contraceptives. Gross enrolment rates increased at both nursery (30%) and primary levels (163%) while many communities adopted community school and community education fund initiatives. In addition, 6 non-partisans Women Forum emerged to champion women's interests in decentralized governance. Finally, AFARD raised over UGX 100 million from the Production for the Market and Assets. We also secured the QUAM Certification for 3 years.

This report is testimony of AFARD's commitment to the transformation of livelihoods in the impoverished West Nile. It demonstrates that small resources too can generate big results. And it tells of the power of collaboration.

Alfred Lakwo, Ph.D., Fellow (ASC)

EXECUTIVE DIRECTOR

A Bird's View of 2012

The positive impact in a number of our strategic focus in 2011 led to the focus on closing the gaps inhibiting beneficiary communities from achieving goals they have set for themselves. The Board approved 2012 investments therefore aimed at:

- Ensuring sustained food and nutrition security with emphasis on increased production, nutrition education, diet diversification and equity in food sharing.
- Strengthening production for the market (P4MA) so that households and groups increase their incomes and asset base.
- Supporting household small business diversification for steady cash flow management.
- Provision of safe water points for water scarce groups with sanitation and hygiene education for reduction of disease burden.
- Promoting combination HIV/AIDS prevention for people to know their HIV status and live positively.
- Upscaling community education fund to ensure increased education progression.
- Citizenship building for effective community engagement with their local governments.
- Institutional development for financial sustainability and co-governance of partner groups.
- Strengthening AFARD's networking with local governments and other stakeholders for cross-learning and visibility.

Major projects

In pursuance of the above operational focus, the following development projects were implemented:

- a) West Nile Development Initiative (WENDI) programme funded by gorta;
- b) Increasing West Nile Smallholder Farmers' Agricultural Productivity Project funded by Irish Aid and gorta;
- c) Engendering Decentralized Poverty Resources Management Project funded by European Commission;
- d) Fisher Community Anti-AIDS Project funded by Civil Society Fund of Uganda AIDS Commission;
- e) Payera Community Development Project funded by KNH;
- f) Jangokoro Food Security Project funded by Manos Unidas (Zamora City); and
- g) Mainstreaming Rights to Food in Sub-national Plans and Strategies Project funded by FAO (Uganda office).

Services Outreach

In 2012, AFARD continued to operate in the five former districts of Nebbi, Zombo, Arua, Yumbe and Moyo covering 38 lower local governments with 168 community organizations. AFARD served 403,996 people and majority (74%) of who were women (See Table 2).

Table 2: Programme Outreach by population and districts

Projects/Programmes	Males	Females	Total	Women and % of total	Channels	Districts covered				
						Nebbi	Zombo	Arua	Yumbe	Moyo
West Nile Development Initiative Programme	35,612	37,573	73,185	51%	81 community groups	X	X	X	X	X
Increasing West Nile Smallholder Farmers' Agricultural Productivity	35,612	37,573	73,185	51%	81 community groups	X	X	X	X	X
Engendering Decentralized Poverty Resources Management Project	-	189,563	189,563	100%	6 lower local governments and Women Forum	X	X		X	
Fisher Community Anti-AIDS Project (FiCAP)	28,381	30,734	59,115	52%	8 Fishing Villages	X				
Payera Community Development Project	2,768	2,999	5,767	52%	69 self-help groups	X				
Jangokoro Food Security Project	705	718	1,423	50%	5 community groups		X			
Mainstreaming Rights to Food in sub-national plans	810	535	1,345	39%	38 lower local governments	X	X		X	
Olamkule Water and Sanitation Project	215	198	413	48%	1 village		X			
TOTAL	104,103	299,893	403,996	74%						

2012 Performance Assessment

The achievements reported in this annual report are based on the following:

- Independent needs assessment studies conducted by Makerere University Colleges of Animal Science and Biosecurity (AFRISA) and Agricultural and Environmental Science (CAES).
- A mid-term external evaluation conducted for the WENDI by Africa Tech Consults Ltd.
- A project close-out independent external evaluation conducted by Godfrey Bwanika of Uganda Management Institute for Engendering Decentralized Poverty Resources Management Project.
- A project close-out independent external evaluation conducted by Ulinzi Innovations Consult Ltd. for Fisher Community Anti-AIDS Project.
- A project close-out internal evaluation conducted by Dr. Alfred Lakwo and Trinity Abidok for Jangokoro Food Security Project.
- Monitoring visits by AFARD Board of Directors, District and Lower Local Government leaders from the 5 programme districts, Gorta-Uganda/East Africa Office, Mary Robinson Foundation, and periodic partners' review of AFARD's overall strategic direction.

In the subsequent pages, we present the achievements of the year for both development projects and organisation performance.

Sustaining Food and Nutrition Security

The critical gaps:

While 87% of the households were able to eat three meals a day in 2011, there was limited diet diversification. Households' attention was on food quantity and not quality. Inequitable food sharing due to cultural norms affected women and girls.

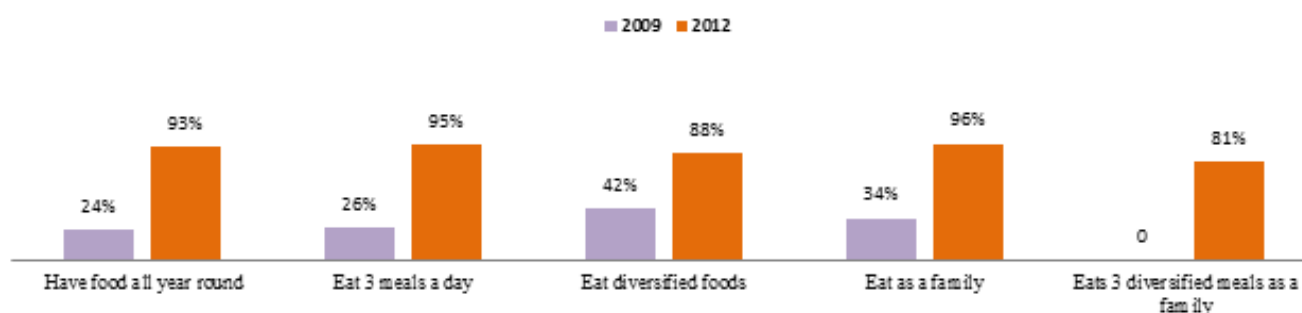
Our actions:

In response, beneficiary households were encouraged to grow more cassava and to integrate local vegetables in their family diet. They were also provided with 13,518 local chicken and 6,421 cockerels together with recommended agronomic and livestock management trainings, and 80 nutrition education sessions supported by 11,000 local posters.

The results:

- Many households maintained an average of two acres of cassava for household food security. Further, vegetable gardening was adopted by almost all households except in the dry areas of Obongi and Akworu.
- The average number of livestock per household also increased for goats from 5 in 2011 to 8 in 2012 and that of chicken from 1 to 8. Livestock also enabled BoMs to meet their social obligations (with pride) as 8,642 birds and 4,995 goats were used for meeting social responsibilities.
- Food diversity and food adequacy improved. Many households reported adequate diversification. Women reported that they are able to balance the foods they prepare and serve their families regularly.
- Thus, now 92% have food all year round, 95% eat three meals a day and 8 in 10 households eat as a family (see figure 1).

Figure 1: Food security status in BoM households



Persisting challenges:

- Climate change has increased workload from two to one reliable season thereby reducing acreage under cultivation.
- There is also a slow uptake of diet diversification especially of local vegetables and fruits.
- The persistently very high death rate of livestock due to poor disease case management.
- Lack of local bylaws on rampant theft of crops and livestock, bush burning, and stray animals.
- The TME24 cassava variety distributed in 2009 succumbed to cassava brown streak disease (especially in Rhino camp, Obongi, and parts of Yumbe).

Case study 1: Returning Back to the Land Pays off Youths: A Case of Mr. Abdul-Hakim Juma



Juma prepares his goats for tethering in front of his goat house (left) and he is in one of his sim-sim gardens (right) (Photo by: Juma B. Bale)

Mr. Abdul-Hakim Juma, 32 years old and married with four children is the current group chairperson for Lionga South Progressive WENDI programme located in Lionga South village, Lionga Parish, Gimara Sub County in Moyo District.

"I tried to run away from farming without success but I have returned to find my success in the land", he narrated. Mr. Juma pointed out that growing up in a community solely dependent on subsistence farming painted a negative picture in his mind that farming is a survival activity that only perpetuates poverty. He always wanted an opportunity to become rich by getting a waged job and living in town. That is why he left for Kampala city in 2005 where he lived for three years in misery. When he went to Kampala, he recalled, he secured a waged job as a shopkeeper. The income was too miserable and he could hardly afford to pay for his daily transport cost, house rent, food, utility bills, and the cost of education for his children. This was when he proved that life in the city was the opposite of what he had all along thought of. With such an income he could only afford a home in Kamwokya (a slum). Each day presented its own menu of struggles to earn only the day's basic meal and shelter. "I had to cope with all the filth in the neighborhood" he said.

For the three years he realized that he neither had cash nor any savings in the banks. Tired of all the hardships, Hakim decided to bury his pride and return to his home village. This time back to the farming he publicly despised. "I started with only four goats and a small piece of cultivated land. My yields were always poor and my household remained food insecure all year round" he said.

In 2010, when AFARD/WENDI programme came into his village, Juma did not hesitate to join the group. "I also wanted to try together with others after failing on my own" he said. Through the group, he received additional two local nanny goats, improved cassava stocks and various trainings in better livestock and crop production practices. With this opportunity, he was among the first members who took a loan. With this money, he was able to increase his acreage under food and cash crops.

Further, when he learnt from one of entrepreneurship trainings by AFARD that money can be saved in form of assets, he prioritized to save in goats/sheep although he later opened a personal bank account. In this way, he now has four sheep, 16 Boer goats, 33 local goats, and 28 chickens. With these assets, he is able to pay school fees for his two children in a good secondary school. Annually, he grows ten acres of cassava/sesame. His livestock are healthier, the family is food secure. "I am now the Chairperson of my BO and this has redeemed my self-esteem" he said.

Juma now has a big dream. He plans to rear at least 100 goats to supply directly to big buyer by 2015. He also plans to increase his annual acreage to more than 20 acres. Finally, Juma's advice to many youths is *"you can succeed from anywhere as long as you know what you want and work towards achieving it with dedication. There is no free money in towns and those who have it are more connected than many rural folks can imagine."*

Strengthening Production for the Market (P4MA)

The critical gaps:

By December 2011, only 27% of BoMs saved ≥UGX 1 million. Productive asset accumulation was equally weak. Only 9% had iron sheet roofed houses. This limited economic security status was attributed to the slow uptake of P4MA. Yield of soya beans was below research institute level. There was no seed security for soya beans. Group bulking systems was also ineffective. At AFARD level, the seed capital for buying produces from the farmers was too small.

Our actions:

In the year, a Memorandum of Understanding was signed with the College of Agricultural and Environmental Sciences (CAES), Makerere University to improve soya bean productivity and utilization. CAES conducted an independent needs assessment from which it trained AFARD staff and piloted support towards seed production. A UGX 400 million revolving seed fund and UGX 300 million seed capital were established to ensure timely access to quality seeds and procurement of produce respectively. A 10MT lorry was procured. The warehouse in Yumbe was completed and another one in Nebbi is under construction. A new marketing strategy was put in place. Exchange visit to the main soya bean growing area of Lira was conducted. And 52 digital weighing scales were procured for effective produce buying.

The results:

- Farmers separated between food and cash crops. They abandoned uneconomical crops like cotton in Kucwiny and tobacco in Kei. Many also farmed with specific asset targets thereby adjusting their input factor cost to their asset requirements.
- The number of farmers increased for simsim from 2,866 in 2011 to 3,404 in 2012 and yield increased significantly for soya beans from 250Kgs/acre to 570Kgs/acre.
- Average household income from farming increased between 2011 and 2012 for crops from UGX 123,658 to UGX 634,759 and for livestock (goats and poultry) from UGX 46,745 to UGX 106,000.
- At AFARD business level, the improved marketing efficiency, enabled to negotiate better prices for farmers (UGX 3,000/Kg as compared to UGX 2,500/Kg from middlemen). It is projected that AFARD will earn UGX 152 million by the end of sales period in May 2013.

Persistent challenges

- Lack of trust among farmer group members about produce bulking in favor of “cash and carry” trade continues to hamper the attraction of big buyers and better prices.
- Limited capacity of PMCs to deliver a fair extension package to group members.
- Gender mainstreaming remains an uphill task as many old BoMs misperceive gender equality as robbing male dividends.
- Limited crop diversity under P4MA has made farmers susceptible to monopoly buyers, unpredictable weather conditions, and increasing production costs (especially in Yumbe and Arua).

Case study 2: Adherence to recommended practices improve yields – A Case of Mr Kasaja Ashiraf



Mr Ashiraf with his 600Kgs of soya beans

Mr. Kasaja Ashiraf is a father of four children and a husband of two wives living in Fataha village, Pena parish, Apo Sub county in Yumbe district. He is a hardworking farmer who spends at least eight hours daily on his farm. Yet, returns to his labour were dismal. Yields were low and without other alternative sources of livelihoods, life was hard. "I couldn't meet my dreams. I lost hope of expecting any positive change in my life from farming," he narrated.

Mr. Ashiraf noted that these changed when WENDI programme started in his village. The quality inputs accompanied by rigorous trainings and routine follow up by FOs compelled him to put all the knowledge and skills he learnt into practice. And things started changing for the better.

By the end of 2011, he noted, his goats had increased from two to 14. He used this goat to pay the dowry of his second wife. With the introduction of P4MA, Mr. Ashiraf embraced soya bean production. Using the agronomic skills he learnt, he was able in 2011 to harvest 425 Kgs from three-quarters of an acre when on average many farmers who shunned the best practices had about 250Kgs per acre. This year, with even better agronomic practices (following the training by CAES), Mr. Ashiraf increased his acreage to 1.5 acres. He intercropped soya beans and maize and has already harvested 600 Kgs of soya bean and 700 Kgs of maize.

Mr. Ashiraf noted that he can now see his dreams come true. He expects to buy iron sheets for his dream house. He strongly believes that if all what AFARD has taught farmers were put in action, poverty in West Nile could become history.

Enhancing Livelihood Diversification

The critical gaps:

Many households in marginalized villages in West Nile are largely subsistence farmers. Weather changes and the long gestation period of farming affect their cash flow management. Yet, the promotion of microenterprise development continued to perform dismally. The Group Loan Scheme (GLS) was affected by macro-economic instability. Inflation rate was >30%, business slowed down, and loan taking became more risky for both BoMs and BOs.

Our actions:

In the year, 78 enterprise analysis trainings were conducted to promote enterprise diversification and 75 credit risk management trainings were held to reduce delayed repayments. GLSs continued to provide access to financial services to BoMs. Court bailiff was piloted in Murusi axis to enhance recovery.

The results:

The GLS had a loan portfolio worth UGX 1.5 billion. From it, 76% new loans were taken. Repayment rate stood at 77%.

- Overall, 19% of the loan interest income was used to support OVCs and PLWA. Further, loan as figure 2 shows was used for both investments and consumptions. For instance, women noted that the loan helped them to target their investment but also to avoid domestic conflict from their husbands.
- From the 3,225 businesses established, 9% are registered, 12% are keeping records, 10% have bank accounts, and they are employing 260 waged earners. In the year, these enterprises paid UGX 36 million as taxes to their LLGs.
- Finally, BoMs have taken on saving for the future. They have now started talking about tomorrow – resilience building. Investments in productive assets and consumption assets are thus being pursued concurrently as liquid cash is seen as risky to keep (and easy to spend).

Persistent challenges:

- The slow economic recovery has retarded loan uptake by members. However, this has left huge unused fund exposed to numerous risks especially fraud and insider lending by leaders.
- Related to the above, there is also generally a very low loan repayment rate given business slow down. This eventuality has slackened interest income growth in the year.

Figure 2: Loan use by BoM households



Case study 3: Securing the Future: Adnani's Construction Plan



Left: Adnani next to his grinding mill

Middle: Adnani's children in school

Right: Adnani on his identified construction site

Photos by Julie Flavia Vuni

Mr Ismail Adnani is a 31 year old man and married with three children (2 boys and 1 girl). Both Adnani and his wife are full time small scale farmers who before WENDI programme were grappling with subsistence farming of local crop varieties on small pieces of land. They had no livestock. While the family was able to produce some food (and had seasons when they hardly had 2 meals a day), generating income was a major problem. As the eldest boy, the death of Adnani's father increased on his burden. He had to take care of his mother and three siblings, especially cater for their education. This huge family demand weighed him down. Adnani jokingly narrated how he used to miss sleep wondering how he could earn enough income to meet this family needs.

When the Sub county officials mobilised for WENDI programme, Adnani pointed that he could not wait to be registered. "Even when I had no coin at that time, I had to borrow money from my friend for membership" noted Adnani. Asked what his aspiration was in rushing to join Kisimua Group, Adnani responded that he had precisely 1 goal: To earn more income to educate his siblings and to construct a commercial house in Yumbe Town Council as a savings and security for his young children. He knew that through WENDI he will acquire knowledge to do any kind of business and on his own earn adequate income to meet his family needs.

No doubt, when the programme implementation started, Adnani focused on securing food production as a secondary goal. He primarily took to production for the market. He exploited his group membership to enrol into rotational labor sharing that the group members initiated. Besides, he started to diversify his investments and savings. He procured a grinding mill and located it in Aliodranysu village where there was no competition. He also started produce marketing trade.

Asked how far he has moved in achieving the goal he started with, Adnani was quick to respond that first he was sure he would achieve his goal. Second, he feels that he is 70% accomplished. All his siblings and his child are at school and are participating effectively. For now, the family is able to meet all their educational costs: school uniform, scholastic materials, and examination fees together with other emerging dues. With regards to the construction of a commercial house, he remarked, "I have to finish the commercial house in the next 2 years, come what may." He has now secured the plot, negotiated the price (UGX 1.5 million) and has set aside UGX 600,000 as part payment. He is also prepared to finish the payment balance and is to start construction works by the start of 2013 after selling (the already ordered) 200 bags of cassava to NAADS (worth UGX 3.6 million) and soya beans from his 2.5 acres (estimated to earn him about UGX 1.5 million). Adnani plans to raise more money in 2013 by planting six acres of soya beans and five acres of cassava.

Reducing Preventable Water-borne Disease Burden

The critical gap:

In 2011, only 78% of beneficiary households had access to safe water and 92% had latrines with a hand washing facility. Malaria had its toll on adults (11%), pregnant women (20%) and children under the age of five (21%). Gastro intestinal infections stood at 6% and respiratory tract infection rate was 3%. Thus, medical costs remained high in terms of time, lost productive days, and financial expenses.

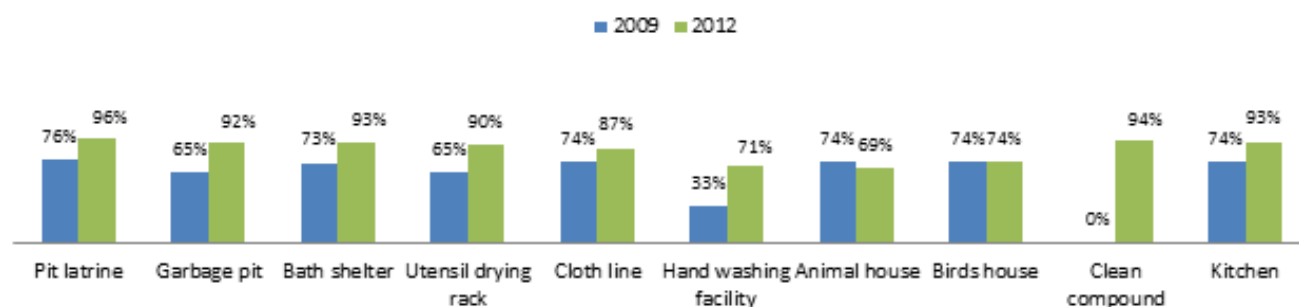
Our Actions:

In the year, ten boreholes were drilled and the drilling of additional 14 boreholes are on-going. Facility Management Committees are in place and a separate bank account established for each borehole. CHFAs continued with home-to-home education and surveillance that reached out to 15,422 people and visited all the BoM households. They also dragged 16 household heads to village council courts and won all the cases besides expelling 32 non-compliant members.

The Results:

- Access to safe water increased from 78% in 2011 to 87% (excluding 3,783 non-BoMs who use the boreholes provided to the BOs as community-wide projects).
- User fees remained functional and UGX 14 million (averaging UGX 497,678 per borehole) was collected for operation and maintenance.
- The village wide campaigns have attracted support from many stakeholders including religious leaders. As such, tippy tap usage increased in some formerly resistant BOs like Kisimua, Okuvuru, Aliamu and Cidu.
- Gastro-intestinal infections and respiratory tract infections stabilized at the level of 2011 (i.e., 6% and 3% respectively). However, malarial infection rate increased from 11% and 21% among adults and children (under 5 years) in 2011 to 18% among adults and 26% among children in the year. This surge was attributed to the too much rain in the year.
- The average medical cost per sick person in BoM household declined drastically to UGX 9,304 (because of access to free government anti-malarial treatment), burial expenses were rather high (average UGX 393,917).

Figure 3: Safe sanitation and hygiene facilities in BoM households



Persistent challenges:

- Delayed completion of 14 boreholes hindered access to safe water in many villages.
- The heavy floods in the year led to the collapse of many pit latrines and increased mosquito population.
- Finally, many villages lack sanitation bylaws.

Promoting Combination HIV/AIDS Prevention

The critical gap:

While ABCCD education remained skewed to BoMs excluding their household members, access to biomedical prevention suffered from constant condom and testing kit stock outs. The youths dodged HCT mobile outreaches. And Uganda AIDS Commission developed a Combination HIV Prevention strategy that was totally new to CHFAs.

Our actions:

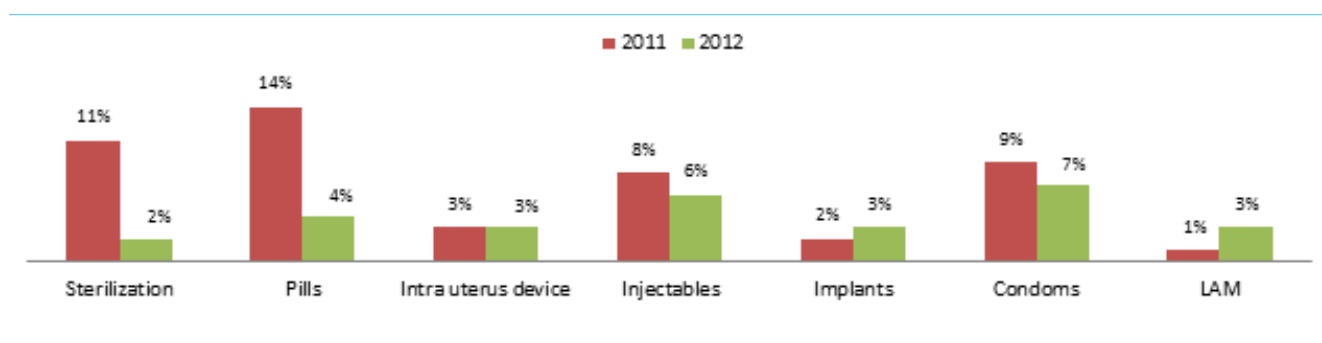
To improve on the above, foremost Field Officers were inducted on combination HIV prevention approach that integrates structural, behavioral and biomedical strategies. Some 646 CHFAs (43% females) were retrained on the new strategy. They were also provided technical backstopping in community education (through 116 seminars, 20 video shows, 21 drama shows, and 11,000 posters) and encouraged to adopt Prevention with Positives (PwP). About 120 VCT outreaches were targeted specifically at the youths. And community care and support was promoted for PLWA and OVCs by 13 stakeholder dialogue meetings, 36 PTC counseling sessions, and 55 home visits.

The Results:

The intensive BCCE led to: (i) safe male circumcision of 1,711 males; (ii) VCT of 8,396 people (56% females) of who 1,888 people tested as couples; (iii) 159 additional people to declare their HIV status; (iv) additional 222 people to enroll for ART; (v) the adoption of positive living among PLWA as 55% declared their status to their family members; and (vi) adoption of positive behavior changes exhibited by 31% practicing abstinence and 12% fidelity.

Further, women noted that they were beginning to do better in terms of ANC attendance as 99% attended 2-3 ANC services, 88% of pregnant women delivered in health facilities, and 97% of mothers were breast feeding. Contraceptive use (see figure 4) was also gaining acceptance among women. And in Dei, Lokokura and JOYODI support to PLWAs and OVCs continued thereby enabling PLWAs to sustainably access ART and OVCs to continue with their education unhindered.

Figure 4: Use of family planning methods among female BoM 15-45 years



Persistent challenges:

- Access to biomedical services remained low. For instance, condom and test kits stockout was experienced throughout the year.
- Many PLWA were without care and support.
- Finally, there was limited sexual and reproductive health awareness.

An excerpt of external evaluation

The Fisher Community Anti-AIDS Project (FiCAP) was funded by Civil Society Fund (Uganda AIDS Commission) (Grant #RFA08-001) with the goal, “to contribute to the reduction of sexual transmission of HIV among fishing communities in Panyimur and Pakwach Sub-Counties, Jonam County, Nebbi District.”

The close-out report revealed that FiCAP delivered all planned outputs. It established 96 trained local change agents championing HIV prevention and mitigation in the project area; Educated 12,230 people through 646 awareness and education seminars, 464 video shows, 7,200 posters, and 44 drama shows; Funded 66 VCT outreaches to 3,548 people (1,533 male and 2,015 female) who tested and know their HIV status; and Set up 8 Post Test Clubs (PTCs) with 687 members who are supporting 117 PLWA to adhere to ART through economic empowerment from their UGX 150 million loan fund and routine joint counseling sessions.

The external evaluation¹ of the project found out that the project was:

- **relevant- it addressed the felt needs of fishing communities and was rightly aligned with national and district HIV policies and plans;**
- efficient - through peer-to-peer approach it reached out to many people with multi-BCC channels at low costs;
- effective – by optimally achieving all its planned outputs except for condom stockout at DMO;
- impactful – it increased awareness of HIV/AIDS, increased utilization of VCT and PMTCT, increased adoption of safer sexual behaviors, and improved positive living among PLHIV; and
- Sustainable - through the established Community Owned Resource Persons (CORPs) and the 8 Post Test Clubs with UGX 150 million in place supporting ART adherence and economic empowerment of PLHIV.

Finally, the study recommended further replication in other fishing communities, documentation of lessons learned, and follow-up of PTCs to ensure that they sustain community care and support for PLWA.

1. Luzze, F. (June 2012) End of Project Evaluation for Fisher Community Anti-AIDS Project (FiCAP) 2010-12. Kampala: Ulinzi Innovations Consult Ltd.

Case study 4: Post Test Clubs; Economically Empowering PLWA and Changing Risky Behaviors



Mr. Othumaa
Ogenboth ajaji
serving his
customer at Kanzer,
Dei

Mr. Othuma Ogenboth (44 years) is a resident of Dei A Village in Dei Fishing Village. He was once a successful *lither* (fisherman) known for alcohol, women, drug substance use and fighting. Since he was a successful *lither*, he was in charge of the boats that he used for fishing. This gave him the power to sell the fish from the boats and only make a remittance of the money to his boss. This privilege to determine who should buy fish from his boat, and as the culture in the fishing community, he would sexually abuse women who wanted to buy fish from him. This did not last long as he was expelled from the fishing village and he had to relocate to Congo.

One day, he fell so sick and he was at the verge of death then he decided to return to Dei and tested for HIV/AIDS. He found that he was HIV positive. Thereafter, he joined Dei Post Test Club. As a condition in the club, his moral and sexual uprightness was top on the agenda. This time, he promised never to take any alcoholic booze and never to have sex with any female other than his wife. Half a year later, he took a loan of UGX 300,000 which he repaid on time. He invested in second hand clothes and the business was very rewarding. On the next round he borrowed UGX 500,000 that he also paid back on time.

To date, he has a powerful second hand business in Dei, to the extent that he is now locally called Othuma 'ajaji' (referring to him as a second hand clothe seller). He has saved UGX 1,200,000 in cash, stock worth UGX 2,000,000, and paid school fees worth UGX 400,000 for his children in secondary school. He also invested in rice farming.

Mr. Othuma is thankful to gorta and AFARD for having helped change his life that had gone to waste because of lack of guidance. He is looking forward to a bright future for himself and his children.

Upscaling Community Education Fund

The critical gap:

Over the years there has particularly been girl-boy children inequity in access to and retention in education. Fathers prefer to educate boys while mothers prefer the girls to assist them with domestic chores and small businesses. Meanwhile, there was a rising desire for community education fund from only 6 groups to 12 groups.

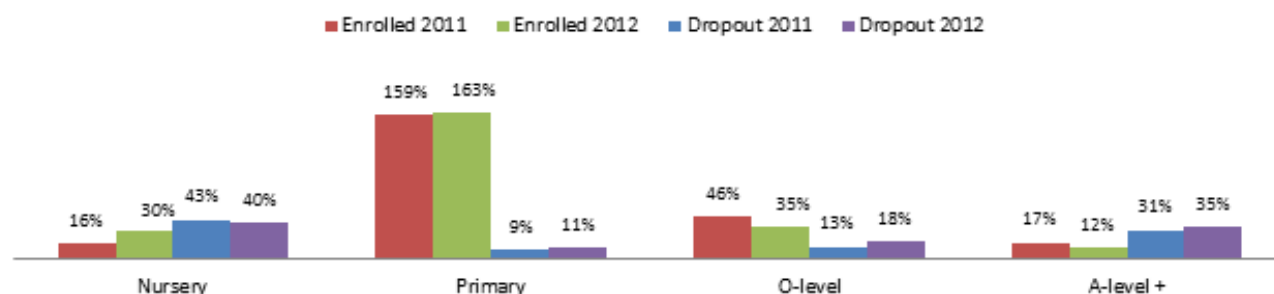
Our actions:

In the year, emphasis was put on girls' education. Additional 6 selected groups received UGX 30 million booster fund for their Community Education Fund. Social mobilization for girl child education was integrated in all community events. Female role models talks were held in 25 schools to encourage girls to stay in school. A UGX 56 million solar energy revolving fund was established. And Education Committees were encouraged to be vigilant in ensuring that all children were in school.

The results:

- Enrolments and dropout rates improved (see figure 5). Gross enrolments increased at nursery (from 16% to 30%) and primary levels (from 159% to 163%) between 2011 and 2012.
- Education committees were vigilant in ensuring that children were in school.
- Parents increased their support for children's education by providing adequate scholastics materials.
- Community schools emerged in Okuvuru, Aliamu, Dei, Vura, Cido, Drabijo and Congambe especially to ensure that young children receive pre-primary education.
- Community Education Fund further increased mainly in Yumbe (Aupi Apo, Kisimua, Fatah, Aliodranyusi, Oriba, and Lionga South) where it was initially shunned.

Figure 5: Enrolment and dropout of children 3-24 years in BoM households



Persistent challenges:

- Community schools lack infrastructure as children study under trees, sitting on logs.
- Dropout rates remained high from 11% in primary level to 35% in A-level and above.
- Post secondary education is still expensive for many families.
- Many villages lack education bylaw.

Case study 5: Drabijo Community School; Hunger for Early Childhood Education



Children attending lessons under a tree at Drabijo Community school
Photo by Juma B. Bale

Drabijo is one of the ten villages in Obongi County, Moyo district benefiting from WENDI program. Located in Arin-gajobi parish—Aliba Sub County, Drabijo WENDI group has a registered membership of 88 households with over 200 school age going children. About half of this number are below 12 years old and unable to trek long distances to the nearest school. It is mainly for this reason that Drabijo WENDI program opened a community primary school which has been registered with the sub county authorities.

Before the advent of the WENDI program, children used to enroll in P.1 at age 10 years and over, trek for over 2Kms to the nearest primary school. Irregular school attendance was a norm. Parents cared less about such bad practices. School drop-out rates were so high especially among girls (in part due to bullying). Early marriages were also common.

WENDI program's emphasis on "education as the only long term gain" inspired a change of attitude towards education. The BoMs now have a shared dream - to see all their children enrolled early in school and attain employable skills. The BO has an education by-law which seeks to ensure that all school age going children are in school and their parents are supportive to them.

Today, Drabijo WENDI program boasts of a community primary school (with P.1 & P.2 classes only) that is being fully run and supported by the BoMs. The school that started under a tree now has a temporary structure erected by the community members. Parents contribute UGX 2,000 per child per term, labor and local materials for any construction work at the school.

The school has a total enrolment of 192 pupils (of who 76 are girls and 116 are boys). There are 86 and 106 pupils in P.1 and P.2 respectively. The school also has three untrained but committed teachers. According to Mr. Muhammad Safi the school head, they are only motivated to address some of the challenges they faced as primary school children back in their time as he said:

We used to trek long distances to school and spent the whole day on only one meal or none because we could not make it to and from home for lunch and afternoon classes. That affected our performance and regular attendance in class. Just imagine that young boy (pointing at his four year old and youngest pupil) walking for over a kilometer; what will come of him if he refuses to go to school the following day? We are now trying to turn around things for our children.

We are determined to see that our school grows in strength. We started under a tree, now we have a temporary shelter for our children. Our plan is to have semi-permanent and permanent structures with time.

Citizenship Building for Community-led Advocacy

The critical gap:

Decentralized local governance has been encumbered with weak citizens and power-centered local leadership. Hardly do people, especially women and smallholder farmers, participate in policy processes. Unaware of their rights, leaders plan and implement projects for the people. Thus, there is limited trust in local governance.

Our actions:

In the year, we: (i) concluded the EU-funded Engendering Decentralized Development Project; (ii) engaged local government leaders with FAO funding on the right to Food and Nutrition Security; and (iii) trained 80 group members on their rights to local government development and how to advocate for their share of services from their elected government leaders.

The results:

- There was a 3% increase in participation in LLG planning processes. Many BoMs asked their LLG leaders about planning meetings and indeed attended where they were invited.
- Eleven of our partner groups won service contracts from their LLG projects.
- Budget allocation for food and nutrition security improved away from the NAADS focus into a multi-sectoral approach.
- Trust between LLGs and community groups are also improving.

An excerpt from an external evaluation

The Engendering Decentralized Poverty Resources Management Project (EDPRMP) was a 3-year project funded by Delegation of the European Commission in Uganda (Grant# DCI-NSAPVD/2008/169-745). Its goal was that 6 selected Lower Local Governments (LLGs) in the districts of Nebbi, Zombo, and Yumbe provide gender sensitive and equitable services to the community. An external evaluation was conducted as part of the project closeout. This study revealed that 95% of the project beneficiaries considered it a success.

On the whole, EDPRMP:

- **On relevance, addressed the felt needs of low participation of women in LLG planning processes.**
- On effectiveness, delivered more than 98% of the planned outputs.
- **On efficiency, exhibited sound flexible management practices: periodic reflection/learning, annual financial audits, and timely reports submission.**
- On impacts: More women leaders knew their roles and were executing it. Women's participation in planning processes increased. LLGs became responsive to women's priority projects. Accountability started taking root. Thus trust and community support to LLG projects improved. As a result of all these, 6 strong Women Forums were established and they won a number of physical projects for women. Further, many women gained political skills to contest and win in 2011 elections. These gains contributed immensely to equitable economic and social development and good governance. More women gained access to better services like in production, health, and education, among others; gains that improved their livelihoods. They also gained access to decision-making arena that was hitherto controlled by men.
- **On sustainability, established 6 strong non-partisan Women Forums with a shared goal of championing women's interest in local governance.**
- The project was strongly recommended for upscaling.

Case study 6: Stronger Community-led Advocacy, More Responsive LLGs: A Case of Jangokoro Sub county, Zombo District

Jangokoro Sub County is located in Zombo District. It is best known as the trunk of the district because of its location. The sub county is isolated from the rest of the district because of this it has been marginalized in terms of resource mobilization. To fight the internal marginalization, AFARD with funding from the European Commission in Uganda implemented a 3-year Engendering Decentralized Poverty Resource Management Project that focused on building the capacity of the women leaders to claim their rights in decentralized plans and budget. Women leaders were politically empowered with political capabilities to identify, prioritize, and lobby for development projects. They were also trained to monitor LLG adherence to commitments made in approved plans. This project yielded a strong Women Forum that in the 3 years ably won a number of affirmative action projects for the women's constituencies.

When the FAO funded mainstreaming project came in, women leaders were some of the identified LLG leaders who were given the basic orientation on FNS mainstreaming. However, unlike other leaders, the trained women leaders developed another strategy, using their earlier acquired advocacy strategy to meet the specific needs of women. They mobilized the grassroots women and identified critical FNS issues. These village level issues were again re-prioritized at the parish level. Thereafter, a few strategic leaders were identified from among the Women Forum members at the LLG. This small team was charged with lobbying for the inclusion of the women projects into LLG plans and budgets for 2011/12.

The results have been impressive. Foremost, to tap into NAADS, CDD, and NUSAF projects, Women Forum strategically mobilized a number of grassroots women and formed them into community groups. These groups were registered with the Sub County. As a result, the groups ably applied for development projects from the existing programmes. Secondly, aware that women groups were applying for FNS projects, the Forum again took to advocate for equal share in the allocation of projects between women and men's groups (aware of the male manipulation of giving projects to model male farmers or groups). The justification of this demand compelled the LLG to accept equitable distribution of projects by gender and villages.

From the above, (i) The number of women who attended planning meetings outnumbered men; and (ii) The selection of NAADS beneficiaries for both market oriented farmers and food security farmers was equal (between men and women).

The lesson from this case is that organized a social category can demand for its due share from LLG and receive it. However, the group should have the political capabilities with which to approach LLG officials. Further, they needed a clear advocacy strategy that could rightly fit into the LLG operational systems.

Institutional Development for Partner Groups

The critical gap:

In 2011, many partner community groups exhibited nascent stage of organizational growth. Only 36 out of 82 groups in WENDI programme for instance, had reached take-off stage. Many were still financially unstable. With entry into P4MA, it even became crucial that the organizational growth was aligned from charity into business orientation.

Our actions:

In the year, managerial and technical skills trainings were provided covering financial management, monitoring, HIV/AIDS, and gender agenda. Collective learning and networking was promoted. Engagement with local governments was supported. Local government leaders were inducted and supported to monitor the programme. Routine management monitoring were also held.

The results:

- Visionary leadership has emerged in some BOs like Kisimua, Kuligamba, Orlando, Adhingi, Okuvuru, and Drabijo. They engaged BoMs with a clear sustainability question. These leaders (as the case of Adnani said) are not greedy. They are promoting collective and individual success.
- Members' interest in and scrutiny of the management of their groups improved. Fraudsters were identified and others dragged to local council courts. Deceitful leaders were elected out of office and the new leaders have embraced the principles of accountability.
- From the monitoring training, 12 groups have registers for children enrolled in school, water source users, and production works in order to track their progress without waiting for AFARD to routinely remind them.
- Some groups diversified their investment into alternative businesses e.g., Adhingi, Menze, Orlando, and Okuvuru (produce marketing); Congambe Pakadha, and Menze (LLG contracts); and Adhingi, Okuvuru, Menze (woodlot farming).
- Local revenue increased from UGX 1.1 billion (with UGX 13 million per BO and UGX 113,894 per BoM) to UGX 1.5 billion (with UGX 19.1 million per BO and UGX 164,120 per BoM).

Persistent challenges:

- Many of the community groups are highly charity oriented.
- They also have new but weak leaders unable to stir members towards a shared goal and commitment.
- Cases of frauds were common where leaders are literate or are elected from same family.
- Monthly contributions and participation in group work declined.

Case study 12: Visionary Leadership, Stronger Group Growth: A Case of Kisimua WENDI Group



Left: BoMs threshing soya beans

Photo by Alex Bakole

Right: Kisimua BoMs in Uniform

Photo by A. Lakwo

The constitution always provides for certain qualities for a good leader and members are elected using those standards. Often, people exhibit such qualities but they fail to deliver once elected. This was the case in Kisimua until Mr. Adnani took over the mantle of leadership in the Kisimua Wendi group in Kisimua village, Aria parish, Apo sub county, Yumbe district.

The word “Kisimua” simply means “dull.” As the name suggests, the village was regarded as one of dull people. True, there was no cooperation, they had no basic education, hunger was at its peak, and poverty was rampant. These issues wrecked the group at its infancy.

However, when Ismail became the Chairman, the group registered steady achievements both at the group and individual member levels. Now, the group has become a role model for all the 21 groups in Yumbe district. Other groups go for exchange visit to learn from them. This is because the Chairman ensured a functional governance structure and strict adherence to the constitution (as well as WENDI operation guidelines). All committees (executive, loan, production, health, and education) mandatorily meet on monthly basis. For transparency and accountability, they report to the general assembly. Besides, any member who disobeys the constitution pays a fine: UGX 5,000 is charged for missing field work, UGX 1,000 for missing trainings /meetings, and UGX 500 for late coming in group activities e.g. meetings, trainings, etc.

As a result, Kisimua group has a loan portfolio worth UGX 22,000,000. Of this, UGX 4,500,000 is in Stanbic Bank while UGX 17,500,000 is revolving in loan. Its loan scheme is transparently managed and members only borrow funds after critical vetting. Recovery of the loan is timely and the sense of ownership is strong.

Further, under P4MA, the group was the best performing among all the BOs in Yumbe district in 2011/2012. It produced and sold 6.7 tons of soya worth UGX 6,700,000. It has about two tons with two acres not yet harvested and one acre harvest being threshed. All members are encouraged to have at least half to an acre of cassava field for food consumption. No shared latrines are allowed since WENDI programme supports independent kitchens. Its 100% latrine coverage has also spilled over into the entire village when the BO leadership secured buy-ins from the LLG on the risk of having no sanitation facilities.

In education, the group has bought the idea of community education fund (CEF). They aspire to educate all bright children in their village. Even without the CEF booster fund they are paying fees for two children in Town View Secondary School in Yumbe.

Finally, as part of their shared identify, the group procured uniforms for all the members: white shirt /blouse and black trouser/skirt. While every female member has head scurf called “Amina” and all men have coats. They have also bought a flag clearly written on as Kisimua Wendi Program, Supported by AFARD. This has compelled four non-members to buy similar uniforms and start attending group trainings and meetings.

Harnessing AFARD's Financial Sustainability

The critical gap:

AFARD has exhibited overreliance on donor funding; funding that has been declining over the years without room for up-scaling the originally planned outreach. As such, P4MA, a social enterprise, was introduced on a triple bottom line approach: increasing economic security of beneficiary group members, and building financial sustainability for partner groups and AFARD. Yet, farming as a business was slow to take root. Farmers lacked market-driven organizations and quality adherence besides desiring immediate "cash-and-carry sales." Transaction cost remained high, marketing strategy allowed for leakages, and staff lacked business management capacity.

Interventions:

In the year, UGX 1.3 billion was spent to: set up a UGX 350 million seed revolving fund and a UGX 300 million produce buying fund; complete two warehouses in Yumbe and Nebbi; procure a 10MT Tata lorry; and to conduct organizational strengthening. A new marketing strategy was developed with SNV support and staff oriented in produce marketing.

The results:

- Gradually, farming as a business is taking roots. Farmers are separating between food and cash crops. They are also abandoning uneconomical crops like cotton in Kucwiny and tobacco in Kei LLGs. For instance, the number of farmers targeting P4MA increased for simsim from 2,866 in 2011 to 3,404 in 2012.
- In 2011 (sales period that ended in May 2012) AFARD was able to sell more than 200MT of simsim and soya beans to Olam and Mt. Meru. In 2012 (on-going sales period) sold 213MT of simsim (with 65MT in stock) to Skylite, Olam, and Riviera International and 87MT of soya beans to Mt. Meru. Through these volumes AFARD was able to secure additional UGX 250-500/Kg of produce to its partner farmers.
- At AFARD business level, the partnership developed with CAES has improved on staff skills while that with SNV has helped streamline the marketing strategy.
- It is also estimated that during the 2012/13 sales period AFARD will earn UGX 152 million.

Persistent challenges:

- Smallholder farmers are adopting farming as a business but not bulk marketing approach
- P4MA relied on limited big and monopoly buyers, restrictive value chains of only two oilseed crops, and the inability of group members to embrace collective marketing principles.
- Competition from other buyers and side-selling by group members greatly reduce the profit margin.

Engendering Livelihood Security



A family farming together - Photo by Flavia Vuni



Participatory produce selling - Photo by Juma B. Bale

The critical gap:

The traditional farming practice among married couples in West Nile is that many households use family land owned and controlled by men for growing both food and cash crops. Women control food crops and men cash crops. Yet labor sharing on both fields is gendered. As such, women earn no cash reward for their efforts. The financial gains men earn enable them to buy and own assets. In return, married women have no voice on any family asset and men do not pool labor and incomes for a common cause; family livelihood security. Catalyzing change in this “gendered family farming practice” was an area of concern for AFARD especially in its P4MA that directly looked at strengthening family economic security. The overt conflict and divided family efforts called for re-examining the production processes, roles and obligations, and forging harmonious strategies.

Our actions:

To do so, the creation of a “positive” awareness on gender inequalities in the farming sector was paramount. An adapted Gender-Based Analysis (GBA) was used. It showed that women “invest high labor and time but earn low cash and social status reward.” Men, to the contrary, invest low labor and limited time only to earn “high cash and social status rewards”. This was followed by community dialogue on “which way forward for “family gender equalities.” This awareness called for “Joint Family Planning for Wealth Creation Approach;” an approach that targets a “prosperous family” able to achieve its “shared aspirations” overtime. In each farming season, farming families are taken through economic goal-based planning and dialogue.

The results:

Anecdotal evidences show that the approach is empowering women with two strategic issues: First, preference for individual asset ownership among men and women and second, family need to acquire assets in the name of their children especially where the men turned autocratic.

Lessons to learn

Social norms exist in all societies. Both women and men play within and circumvent these norms. However, these norms are not inscribed on stones. They are mutable if the community (or development promoter) is committed towards gender equality. Such a change process, however, requires harmonious strategies as men always resist gender equality. Yet, once the buy-in of men is secured, change in the societal positions of women and men are inevitable. Finally, evident from the case is also that change in gender equality is a function of community dialogue based on contextual practices.

Organizational Performance

In the reporting period, the following were achieved:

Human Resources Development:

Our workforce stood at 33 staff composed of 8 new staff while 2 staff were dismissed (Gerald Jakony and Betty Omika). Support to further education continued as usual both for long and short courses.

Asset Acquisition:

We were also able to procure two motor cycles, a Land Cruiser and 10 acres of land.

Organizational Development:

In the year, we:

- Were awarded a 3-year NGO Quality Assurance Mechanisms (QuAM) certificate.
- Retained membership and improved participation in district and national networks such as: Uganda National NGO Forum and District NGO Forum in Nebbi, Yumbe, and Moyo; PELUM – Uganda Chapter; Uganda National AIDS Service Organizations (UNASO); and Uganda Water and Sanitation NGO Network (UWASNET).
- Participated in Gorta partners' meeting held in Dolphin Suite in Kampala and in the World Food Day celebrations held in Dublin. Our staffs also attended the Monitoring and Evaluation training gorta organized for its Uganda partners.
- Participated in Moyo District Independence Day Celebrations that commemorated Uganda @50 years. AFARD secured a stall and with farmers from Kisimua and Obongi showed the various agri-enterprises (and solar system) we are promoting for both food and cash.

From these various activities, team work was enriched. Internal implementation of planned activities was on track. Communication among, and coordination of, the different district team members was effective. Reflective learning was pro-active. Mentoring support and remedial actions were timely. Accountability within and to other stakeholders were open and regular. And, follow up of results became more appreciated by both the FOs and BoMs.



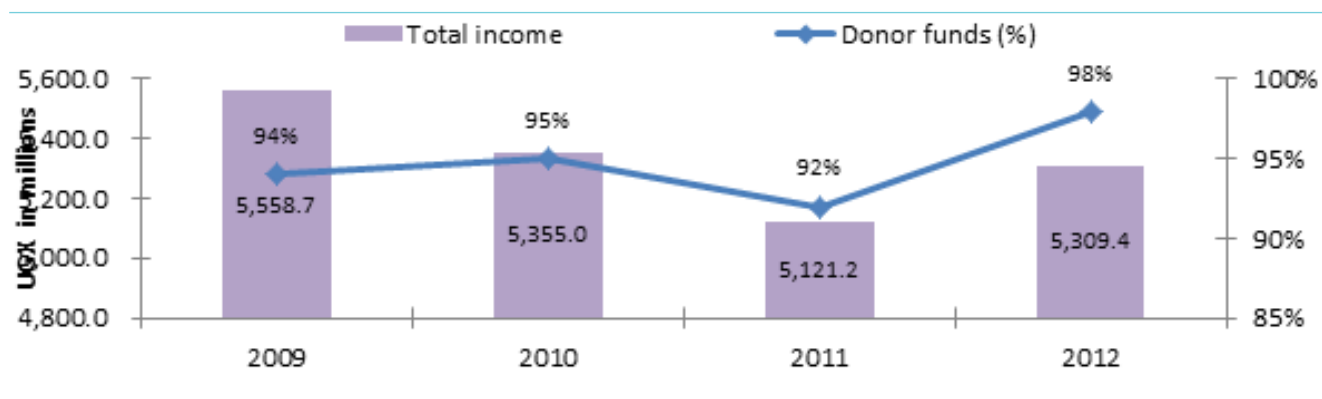
Wilfred Cwinyaa AFARD Programmes Manager at QUAM stall in Moyo

Financial Performance

Revenue Performance

The actual budget for 2012 was UGX 5.3 Billion. This value shows a 3.7% point increase from the 2011 annual budget of UGX 5.1 Billion. However, the out-turn was only 75% of the projected income for the year. The main reasons for low budget realization include among others the failure of EC to disburse the budget balance. CSF did not approve CAAD project for Rhino camp as they prioritized biomedical projects. Global Fund (Malaria Control project) and INclusion did not take off at all. Still, we were highly donor dependent (and especially on Gorta and Irish Aid funding that combined accounted for 74% of the total income). The projected revenue from the Business Wing also under performed.

Figure 6: Total Revenue, 2009-12



Expenditure Performance

From the total income in the year, 72% was spent and 28% is committed fund carried forward into 2013. To note however are:

- Our main expenditures were on economic security, institutional development, and health that are all cardinal in the strengthening of P4MA.
- The high level of underspend fund accrued largely from the second water project (UGX 460 million) and funds for the business wing – agro-inputs (UGX 293 million) and produce procurement (UGX 268 million). We also experienced delays with the Nebbi warehouse construction and the procurement of cockerels.

Project Audit

In the course of the year, the following independent audits were conducted:

- Deloitte & Touché audited our 2011 Final Accounts.
- Price Water Coopers audited Global Fund (Ministry of Health).
- KPMG audited the EC funded project fund accountability statement.
- Payera CDP was audited by Ernest and Young.
- Internally, finance team conducted periodic audits of the BOs we are funding. The results of these audits helped to customize BO mentoring aimed at improved financial reporting.

PART 2 INDEPENDENT AUDITOR'S REPORT ON THE FUND ACCOUNTABILITY STATEMENT

2.1 INDEPENDENT AUDITORS' REPORT TO THE BOARD OF DIRECTORS OF THE AGENCY FOR ACCELERATED REGIONAL DEVELOPMENT (AFARD)

Report on the Fund Accountability Statement

We have audited the accompanying fund accountability statement of Agency For Accelerated Regional Development, set out on pages 12 to 29 which comprise the statement of financial position as at 31 December 2012, and the statement of comprehensive income and cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory notes.

Directors' responsibility for the Fund Accountability Statement

The directors are responsible for the preparation of fund accountability statement that gives a true and fair view in accordance with the accounting policies stated in note 2 and the requirements of the Ugandan Companies Act; this includes determining that the modified cash receipts and disbursements basis of accounting is an acceptable basis for the preparation of the fund accountability statement in the circumstances and for such internal controls as directors determine are necessary to enable the preparation of the fund accountability statement that are free from material misstatement, whether due to fraud or error.

Auditors' responsibility

Our responsibility is to express an opinion on this fund accountability statement based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the fund accountability statement is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the fund accountability statement. The procedures selected depend on our judgement, including the assessment of the risks of material misstatement of the fund accountability statement, whether due to fraud or error. In making those risk assessments, we considered the internal controls relevant to the company's preparation and fair presentation of the fund accountability statement in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the company's internal controls. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the fund accountability statement.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

PART 2 INDEPENDENT AUDITOR'S REPORT ON THE FUND ACCOUNTABILITY STATEMENT

2.1 INDEPENDENT AUDITORS' REPORT TO THE BOARD OF DIRECTORS OF THE AGENCY FOR ACCELERATED REGIONAL DEVELOPMENT (AFARD) (Continued)

Opinion

In our opinion, the accompanying fund accountability statement gives a true and fair view of the financial position of the company as at 31 December 2012 and of its surplus and its cash flows for the year then ended in accordance with the accounting policies indicated in note 2.3 and comply with the Ugandan Companies Act.

We have also issued our reports dated 11 April 2013 on our consideration of AFARD's internal controls over financial reporting and our tests of compliance with certain provisions of laws and regulations. Those reports are an integral part of an audit performed and should be read in conjunction with this Independent Auditors' report in considering the results of our audit.

Basis of accounting

Without modifying our opinion, we draw attention to Note 2.3 to the fund accountability statement, which describes the basis of accounting. The fund accountability statement is prepared on a modified cash receipt and disbursement basis of accounting to comply with the Agency For Accelerated Regional Development. As a result, the fund accountability statement may not be suitable for another purpose. Our report is intended for Agency For Accelerated Regional Development and its donors. However, upon release by Agency For Accelerated Regional Development, this report is a matter of public record and its distribution is unlimited.

Report on Other Legal Requirements

As required by the Ugandan Companies Act we report to you, based on our audit, that:

- i. we have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purpose of our audit;
- ii. in our opinion, proper books of account have been kept by the company, so far as appears from our examination of those books; and
- iii. the company's statement of financial position and statement of comprehensive income are in agreement with the books of account.

Deloitte & Touche

Certified Public Accountants (Uganda)

11 April 2013

Kampala

A look into 2013

In order to address the above challenges, AFARD will in 2013 focus on:

- Ensuring healthy feeding (diet diversification) practices.
- Climate change resilience building.
- Anchoring P4MA in partner groups.
- Increasing access to safe water together with sanitation and hygiene bylaw.
- HIV/AIDS combination prevention approach.
- Promoting community education bylaws together with vocational skills training.
- Citizenship building for effective engagement in local governance.
- Institutional and organizational development of partner community groups.
- Documentation and dissemination of programme lessons.
- Strengthening AFARD's sustainability building.

Planned 2013 Outreach

	Males	Females	Total	Conduits
WENDI Programme	35,612	37,573	73,185	81 BOs
Increasing West Nile Smallholder Farmers' Agricultural Productivity	35,612	37,573	73,185	81 groups
Payera Community Development Project	2,768	2,999	5,767	1 LLG
Mainstreaming Rights to Food in sub-national plans	829	535	1,364	178 parishes
Olamkule WASH Project	215	198	413	1 village
Fisher Folk Anti-AIDS Project (FAP)	38,396	43,297	81,693	4 LLGs
TOTAL	113,432	122,175	235,607	

Budget Estimates and Earmarked Funds

To achieve the planned interventions, AFARD will require UGX 5.6 billion. Of this, 92% will come from donor funds and 8% will be generated locally. We also envisaged increasing the reserve fund to UGX 175 million. The committed donor funds will accrue from the following: (i) UGX 4.2billion from gorta and Irish Aid for WENDI programme; (ii) UGX 36.2 million from FAO for Mainstreaming of rights to food in Sub-national plans and strategies worth; (iii) UGX 232 million from Kindernothilfe e.V. for Payera Development project; and (iv) UGX 460 million from AFARD's members' contribution and the business wing.

For more information please contact:

Executive Director, Agency For Accelerated Regional Development (AFARD)
Plot 3-5 Butiime Road, P.O.BOX 80, Nebbi-Uganda, **Tel:** +256 772 437 175,
Email: afard@afard.net **Website:** www.afard.net