



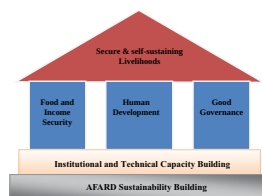
West Nile Development Initiative (WENDI)
Transforming Livelihoods



Annual Report, 2012

Prepared by: Dr. Alfred Lakwo, Executive Director
Agency for Accelerated Regional Development
(AFARD) December 31, 2012





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(AFARD)

January 7, 2013



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

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1. Introduction

The West Nile region is located in northern Uganda. It has 8 District Local Governments (DLGs): Nebbi, Zombo, Arua, Koboko, Maracha, Yumbe, Moyo and Adjumani and more than 2.2 million people who are predominantly (90%) rural and much poorer than the rest of the people in Uganda. Five in ten people, as compared to only three nationally, live below the national poverty line. Only 59% of adults are literate as compared to 73% nationally. The people also die 7 years younger than the national life expectancy of 53 years. Much of this disparity can be explained by the turbulent history that dates back from 1979 and the long distance from Kampala (the political and economic centre) that built up into prolonged aspiration failures.

The West Nile Development Initiative (WENDI), a 7-year integrated area-based development programme funded by gorta and Irish Aid and implemented by AFARD in the districts of Nebbi, Zombo, Arua, Yumbe and Moyo aims to address this livelihood insecurity. It aims at ‘contributing, by 2015, to building a West Nile society in which 82 BOs with 10,828 households and 73,958 people in the districts of Nebbi, Zombo, Arua, Yumbe and Moyo are prosperous, healthy, and informed particularly by empowering rural marginalized communities to transform their energies for the attainment of secure and self-sustaining livelihoods.’ WENDI strives to enable its beneficiaries achieve food and economic security, human development, and good governance.

Box 1: WENDI Intervention Focus

WENDI envisions active citizens’ households and organizations that are able to equitably and sustainably enjoy:

- i. Food Security- Eat nutritious foods, as a family, at least three times a day;
- ii. Economic Security- Descent homes, and adequate financial and material assets;
- iii. Health Security- Suffer less from preventable diseases and deaths;
- iv. Education security- Attain literacy and employable skills;
- v. Good governance - Voice and choice in the governance of their groups and communities; and
- vi. At a broader level, AFARD that is visible, impacting on poverty reduction, and less donor-dependent.

The first year (April 2009 – March 2010) and the second year (May to December 2010) of WENDI implementation focused on “getting the rules right” together with provoking the hunger for community-led development. Priority was given to “getting the basics of poor people’s life right” by setting up a model home/village standard and focusing on food and health security. In the third and fourth year (Jan 2011 – Dec 2012), a two prong approach emerged – deepening the social impacts attained and piloting the engagement of BoMs in the liberalized market arena (through the introduction of Production for the Market and Assets (P4MA)).

As a result: (i) 82 Beneficiary Organizations (BOs) with 10,828 households and 73,958 people are being supported; (ii) an Operational Guideline

was developed; (iii) a simplified book-keeping and accounting system was instituted; (iv) BO compliance checklist was instituted and operationalized; (v) a model home/village standard was agreed upon; (vi) a revolving seed fund is in place; and (vii) a pilot business wing was established to focus on agribusiness.

This year (2012) is a year of further consolidation of the achievements accumulated over the years. While the focus was on having a better grip of the market, effort was also geared towards ensuring sustainable impacts in food, health, and education security and good governance.

2. The Focus of WENDI 2012

This year 2012, WENDI programme focused on:

- Ensuring improvement in sustained and equitable food security from own seeds/planting materials;
- Strengthening P4MA so that households and groups increase their incomes and asset base;
- Reducing unsafe WASH disease burden through the provision of access to safe water for water scarce groups and the promoting sanitation and hygiene practices;
- Reducing new HIV infections and mitigating the effects of AIDS through adopting the Ministry of Health combination prevention approach;
- Community mobilisation for education to ensure reduction in girl children's dropout rate and better community support for secondary and tertiary education;
- Effective citizenship building so that BoMs participate in resource allocation debates and secure from government what WENDI cannot offer them;
- Institutional development for BO sustainability development and member cohesion;

- Building a distinguished model of excellence that can be shared with other partners in Uganda; and
- Finally, AFARD's sustainability building.

Worth noting is that WENDI programme (UGA/2065/12 – WENDI Year 3) was harmonized with:

- UGA/1986/10 – Increasing West Nile Small-holder farmers' agricultural productivity (co-funded by Irish Aid);
- UGA/2091/12 - Increasing Access to Safe water in Water Scarce Villages in West Nile (funded by Gorta); and
- GCP/INT/087/GER- Mainstreaming the right to food into sub-national plans and strategies (Uganda component, funded by FAO).
- This report presents WENDI programme performance in 2012 (January – December). It shows the problems to be addressed, achievement of outputs and outcomes, key challenges for redress in the coming years, financial performance, and the focus of WENDI 2013.

3. Complementary Activities

The following activities were undertaken to support WENDI 2012 plan implementation.

- 3.1 Restructuring and recruitment of staff: The Programme Manager (Wilfred Cwinyaai) was redeployed as a Monitoring and Evaluation Manager (part-time) and a new Programmes Manager (Roberts Bakyalire) was recruited. Meanwhile one Field Officer (Agronomy) was discontinued because of unsatisfactory performance and impropriety but was immediately replaced.
- 3.2 Regional review/planning meeting for staffs: Quarterly, a regional joint meeting involving all staffs was held. These meetings were used to reflect on performance, learn lessons, identify new strategies, and plan activities. These meetings always preceded the regional district network meetings attended by among others Lower Local Government (LLG) officials.
- 3.3 Meeting of Board Committee: In line with AFARD Operations Guidelines, the FARM committee of the Board of Directors met twice in the year. Issues handled included: Recruitment of new staffs; Performance of the Business wing; and Procurements.
- 3.4 Gorta Partners' Meeting: On 19-25 August 2012, the Executive Director and Programmes Manager participated in the national Gorta partners' meeting held in Dolphin Suite in Kampala. Other than the networking enrichment, the meeting brought to fore the need to focus on cost-effective impacts, sustainability, strategic targeting of PLWA, PWD, Children, OVCs, etc., and transparency and accountability, among others.
- 3.5 A visit by Mary Robinson Foundation: This visit took place between September 18-22, 2012. Mary Jennings was accompanied by Mr. David Ojara (from Gorta Uganda Country Office). They focused on assessing Climate Change, Food Security and Gender. Overall, 5 BOs were visited in Nebbi, Arua and Yumbe. (For details follow this link: <http://www.mrfcj.org/pdf/2012-11-27-Uganda-Policy-Documents.pdf>). This visit raised the need for building preventive measures to climate change too. As a result, 73% of agriculture component budget of WENDI 2013 was allocated towards environment conservation – community nurseries, rainwater harvesting, and Olando dryland regeneration.
- 3.6 Mid Term Evaluation: In the reporting period, an external consultant was hired to conduct an independent mid-term performance evaluation of WENDI programme. This commenced in October and the draft report was discussed on December 14, 2014. We await the final report.
- 3.7 The visit to Dublin: In October 2012, the Executive Director was invited to Dublin to participate (as a guest speaker) in the World Food Day celebrations. During the visit he was also privileged to attend a Project Committee meeting as well as to discuss WENDI progress with some Board members.
- 3.8 Partners' training in Monitoring and Evaluation: Between December 3-7, 2012, the Programmes Manager and Yumbe Team Leader participated among other 12 Uganda partners' in the training in monitoring and evaluation held in Esella Country hotel in Kampala. The Executive Director was given the opportunity to share his development management experience as the lead trainer.
- 3.9 Monitoring visits by Gorta-Uganda/East Africa Country Office: WENDI was visited by O. David in February, September, and December 2012 in the company of Ron Rosen (on Olando environmental conservation needs assessment), Mary Jennings (on Gender, Food Security, and Climate Change), and on Midterm Evaluation review meeting respectively. In the last visit David also participated in the annual meta-review of WENDI programme performance. During these visits, he was able to engage with the staffs and share constructive insights towards programme implementation.
- 3.10 Participation in Moyo District Independence Day Celebrations: After the national Uganda @50 years celebration, Moyo district organized its event at the district headquarters. 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. Through the event WENDI visibility was enhanced and the call for expansion was even more echoed.

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.



Stall show during Moyo District 50 years of Independence (Photo by Flavia Vuni)

4. Thematic Performance

In year 1-3, attention was focused largely on food production, building loan fund for microbusinesses, setting up community change agents to preach about better production, preventive health, and education, and streamlining BOs for a self-reliant development drive. Farming as a business was later initiated to address economic security. Education was promoted as “every child’s right.” As a result, rewarding short term coping and long term adaptive mechanisms emerged. But the successes achieved were encumbered with a number of challenges. In 2012, attention was given to addressing these critical gaps hampering the consolidation of such sustainable impacts as are shown below.

4.1 Food security

The critical gaps:

While 87% and 78% of BoM household were able

to eat 3 meals a day and balanced diet respectively, there was limited diet diversification. Inequitable food sharing due to cultural norms affected women and girls. Households’ attention was on food quantity and not quality. Besides, there was no optimal utilization of locally available foods especially green vegetables due to the attitudinal bias towards fish, meat, milk and eggs.

Our actions:

In the year BoMs were encouraged to grow more cassava; the main staple food. Two chickens and a cockerel were distributed to every BoM. The production of local vegetables was promoted together with nutrition education. Partnership was signed with AFRISA for the improvement of the production (see annex 1 for their needs assessment findings). They also conducted a livestock value chain study and a number of projects are being developed for goat, poultry and apiary.

Table 1: Achievement of outputs under food security

Planned outputs	Target	Actual	Success rate	Remarks	Outreach			
					BOs	Males	Females	Total
KRA 1: Access to sustainable and improved agro-technologies improved								
Output 1.2: Provide chickens								
- Local chickens	13,518	13,518	100%		80	3,244	3,515	6,759
- Cockerels	6,759	6,421	95%	Awaits final delivery by Awali				
Output 1.3: Conduct trainings in agronomic skills	243	243	100%		78	3,437	4,353	7,790
Output 1.4: Conduct trainings in livestock husbandry	243	252	103%	JOYODI also benefited from the training.	80	3,091	4,565	7,656
Output 1.5: Conserve the environment in Murusi parish	1	1	100%	Contract was signed with ADI for community training in Murusi axis	6			

Planned outputs	Target	Actual	Success rate	Remarks	Outreach			
					BOs	Males	Fe-males	Total
Output 1.6: Strengthen partnerships with AFRISA	1	1	100%	Needs assessment and value chain analysis were conducted				
KRA 3: Knowledge and practice of better nutrition improved.								
Output 3.1: Conduct nutrition education	80	80	100%		80	990	1,902	2,892
Output 3.2: Produce and distribute posters	6,000	11,000	183%		80			

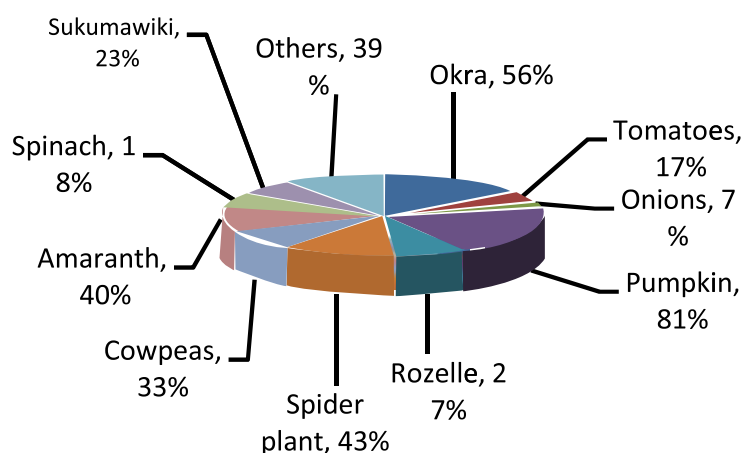
The results:

The following results were observed by BoMs during the annual review meetings, field visits by the Board of Directors, local government officials, and management and MRAL Tool management:

- There has been a marginal decline in acreage (for all crops grown) from an average of 1.6 acre in 2009 to 1 acres in 2012. The total land area cultivated declined by 29% from 40,776 acres to 28,811 acres. This is because the change in weather conditions has heightened workload that was hitherto spread between two

seasons to only the second season. Thus, BoMs are adapting by growing multiple crops, concurrently, as a risk insurance mechanism. BoMs have also become keen on food crop growing as they have learnt bad lessons from depending on food from the market (e.g., in Arua and Yumbe). Many have increased their acreage under cassava. In 2012, BoM households maintained an average of 2 acres of cassava for household food security. Further, vegetable gardening was adopted by almost all households (see figure 1) except in the dry areas of Obongi and Akworo.

Figure 1: Vegetables grown by BoM households



- There was also observed (see figures 2 and 3) better adoption of improved farming (crop and live-stock) practices. Many farmers now till their land early, intercrop, and practice crop rotation and parasite control in livestock. Areas where there has been a slow adoption includes tree planting, records keeping, organic pesticide use, mulching and provision of supplementary feeds to animals; practices curtailed by both inaccessibility to tree seedlings and extra efforts needed to mulch or prepare organic pesticides. High illiteracy rate is also responsible for the limited records keeping practice.

Figure 2: Use of recommended agronomic best practices in BoM households

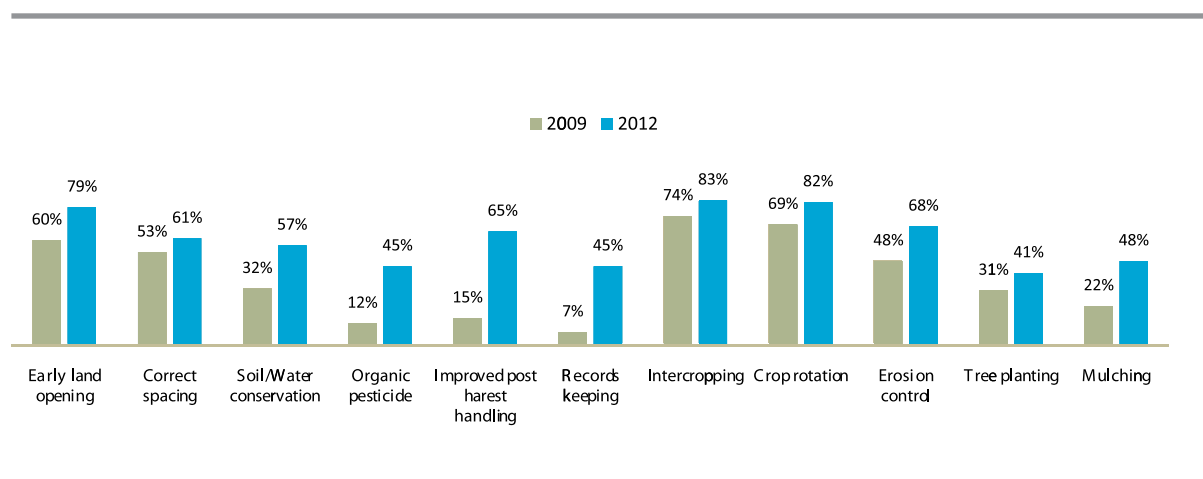
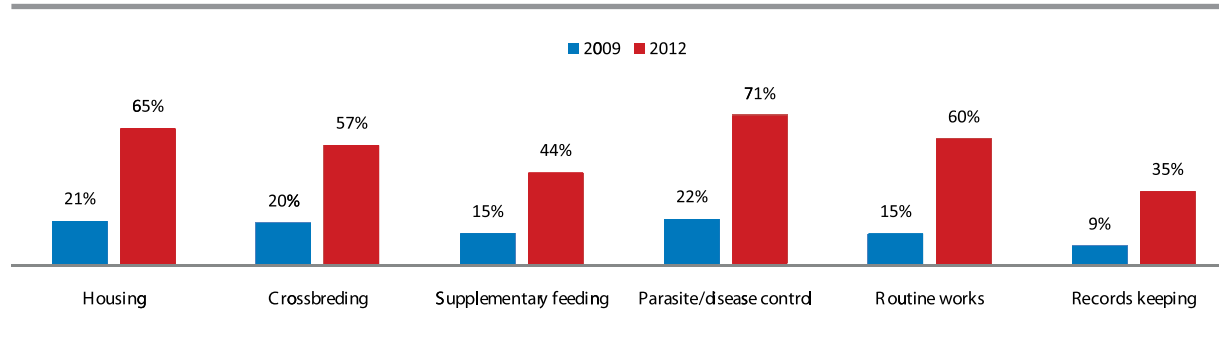


Figure 3: Use of recommended livestock husbandry practices by BoM households



- Between 2011 and 2012, yields increased for maize (from 648 to 702Kgs/acre), Irish potatoes (from 720 to 836 basins/acre), sorghum (from 480 to 657 Kgs/acre), and millet (from 259 to 947 Kgs/ acres). However, over the same period yields declines for beans (from 317 to 315 Kgs/acre), ground nuts (from 392 to 286 Kgs/acre), and simsim (from 259 to 91 Kgs/acre). These variations were attributed to flooding and drought that affected flowering and seeding.
- There was an increase in the average number of livestock per BoM. The number of goats per BoM increased 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 such responsibilities (like visitation, weddings and funerals functions, etc.).
- Food diversity and food adequacy improved. Many BoMs reported adequate diversification. Figure 4 below the different food components BoMs ate in a week before the MRAL management. Women were also quick to note during the review meetings that they are able to balance the foods they prepare and serve their families regularly. Further, now 92% have food all year round, 95% eat 3 meals a day and 8 in 10 households eat as a family (see figure 5). Thus, in 2012, BoMs were able to sustain eating 3 meals a day with diversity and equity.

Figure 4: Food diversity eaten by BoM households

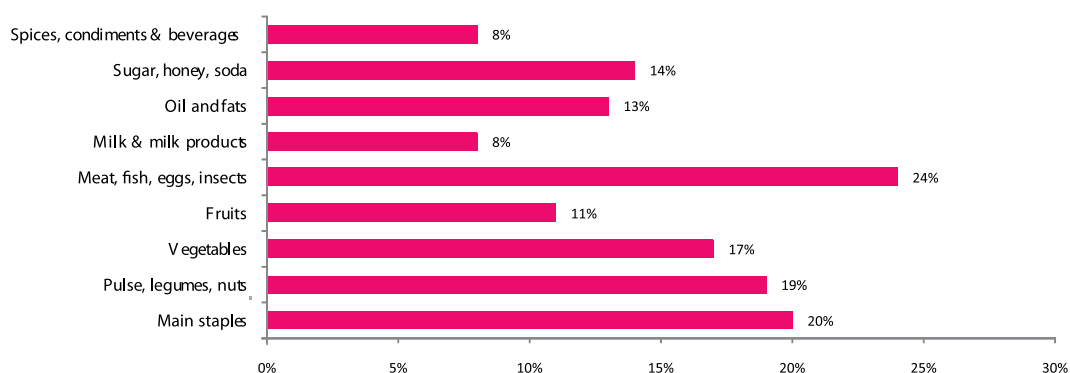
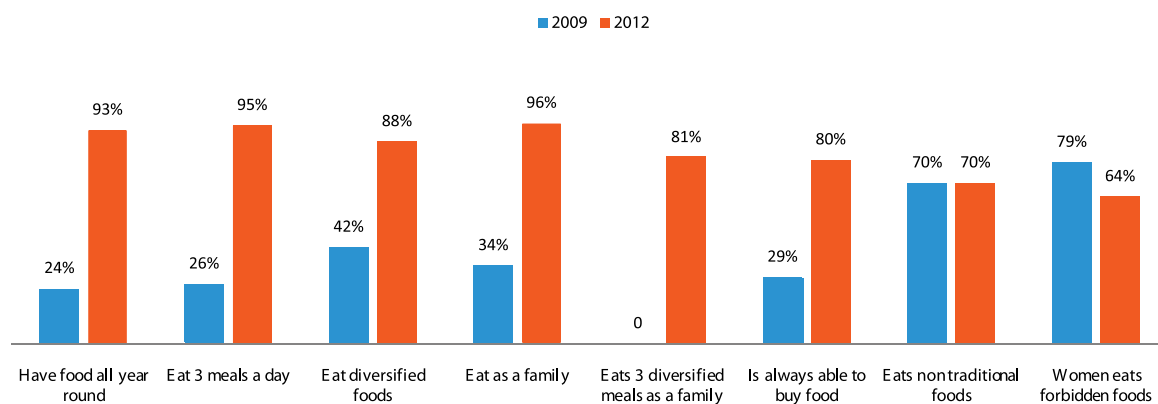


Figure 5: Food security status in BoM households



Case study 1: 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 4 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 spend at least 8 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 and overtime I lost hope of expecting any positive change in my life from farming he narrated.

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

By the end of 2011, he noted, his goats had increased from 2 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 AF-ARD has taught farmers were put in action, poverty in West Nile could become history.

Case study 2: Returning Back to the Land Pays off Youths - A Case of Mr. Abdul-Hakim Juma

Mr. Mr. Abdul-Hakim Juma, 32years 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 my mind that farming is a survival activity that only perpetuates poverty. I therefore always wanted an opportunity to become rich by getting a waged job and living in town. That is why I had to leave for Kampala city in 2005 where I lived to 3 years in misery. When I went to Kampala, he recalled, I secured a waged job as a shopkeeper. The income was too miserable and could hardly afford to pay for my daily transport cost, house rent, food, utility bills, and the cost of education for my children. This was when I proved that life in the city was the opposite of what I had all along thought of. With such an income I 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.

For the 3 years I realized that I neither had cash money nor any savings in the banks. Tired of all the hardships, Hakim smiled, I decided to bury my pride and return to my home village. This time back again to the farming I had 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.

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

Further, when I learnt from one of our entrepreneurship trainings by AFARD that money can be saved in form of assets, I prioritized to save goats/sheep although I later opened a personal bank account. In this way, I now have 4 sheep, 16 Boer goats, 33 local goats, and 28 chickens. With these assets I am able to pay school fees for my two children in a good secondary school. Annually I grow ten acres of cassava/sesame. My livestock are healthier, the family is food secure. I am now the Chairperson of my BO and this has redeemed my



Top - Juma prepares his goats for tethering in front of his goat house Bottom - He is in one of his simsim gardens

(Photo by: Juma B. Bale)

self-esteem. Juma now has a big dream. He plans to rear at least 100 goats for 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."

Case study 3: Food Security; Economic Security - A Case from FAO in Nebbi district

The government of Uganda adopted decentralization as one of the major options to improve service delivery at the lowest level of government possible. From better services, it is expected that local people will live a better life. This ideal has in part witnessed increasing (re)creation of lower level of local governments. Nebbi district has among others had Ndheh, Atego and Alwi carved out of Erussi, Nyaravur, and Panyango Sub Counties respectively. However, the creation of new LLGs is encumbered with high expectations, funding constraints, and limited trust. These are challenges that do not auger well with deplorable conditions of food insecurity. Atego LLG has for a very long time been food insecure. This condition is worsened by the high environmental degradation due to livestock rearing and charcoal burning. Crop farming was not been given priority.

The mainstreaming the rights to food in sub-national project was a very “timely project” noted the Acting Chairperson of the LLG. According to her, it enabled the leadership of the Sub county to gain insights into the causes of food insecurity; causes that are multifaceted and others promoted by the communities and bad policies. The NAADS Coordinator echoed that it “forced us to see Food Security Farmers - FSF” differently. “We had to increase the number of our FSFs from 400 to 600” so that a large fraction of our population who were already classified as food insecure can be facilitated to achieve FNS. Through this expansion, the FSF were planned with. Their desired crops – cassava and beans were supplied to them so that they are able to produce basic foods.

To ensure the efficacy of the FNS focus, the Sub County formed a Food Security Committee composed of technical, political, and ordinary community members. The Sub County council also embarked on a Food Security By-law as a vital tool for the operation of the Committee. Further, to also meet the community demand for items and foodstuff they do not produce, an auction market was started and this has saved so many households the burden of moving to distant markets (→20Kms) away.

Many farmers like Mr. Opio Dominic have turned such an opportunity into ventures meant to enable them produce and access food from the market so that they have stable, adequate, and diversified foods.

Key from this case is that while on the one hand many LLGs are targeting increasing household food production, beneficiary households are exploring how to diversify not just production but access to additional foods. In so doing, they end up building economic security with which to guarantee steady food and dignified life. From the simsim seeds (12Kgs) that I got, I was able to plant 4 acres and harvest 450 Kgs. This yield, excluding the reserve for food consumption, earned me UGX 820,000. With the money, I increased my cassava acreage. I am able to sustain food supply in my home including buying meat and fish once in a while. I also bought livestock as a security for the future.

4.2 Economic security

The critical gaps:

By December 2011, only 27% of BoMs saved ≥UGX 1 million and productive asset accumulation was weak. Only 9% had iron sheet roofed houses although member households were able to secure few low cost assets. This limited economic security status emanated from the fact that:

- P4MA had not taken root in many BOs. 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 and transaction cost was also too high to the detriment of farmers.
- The Group Loan Scheme (GLS) and its associated microenterprise development performed dismally due to the macro economic instability. Inflation rate was >30%, business slowed down, and loan taking became more risky for both BoMs and BOs.
- Livestock production was also affected by high (>17%) death rates and the inability to focus on livestock as a business.

Our actions:

In the year, the following were accomplished:

- Partnership was developed with the College of Agricultural and Environmental Sciences (CAES), Makerere University to improve soya bean productivity and utilization. CAES conducted an independent needs assessment (see annex 2) from which it trained FOs and piloted support towards seed production.
- At AFARD level a revolving seed fund was established to ensure timely access to quality seeds, at a fee. Additional produce buying fund was topped up. A 10MT lorry was procured. The warehouse in Yumbe was completed and that in Nebbi started. Quality seeds were procured and sold on contract basis. 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.
- Enterprise analysis training was conducted to promote enterprise diversification. GLSs continued providing access to financial services to BoMs. Court bailiff was piloted in Murusi axis to enhance recovery.

Table 2: Achievement of outputs under economic security

Planned outputs	Target	Actual	Success rate	Remarks	Outreach			
					BOs	Males	F e - males	Total
KRA 1: Access to sustainable and improved agro-technologies improved								
<u>Output 1.1:</u> Provide improved seeds/inputs for production for the market								
- Soya beans (Kgs)	137,706	62,394	67%	Procurement was based on actual needs	63	2,444	1,734	4,178
- Simsim (Kgs)	5,604	5,462	97%		30	186	309	495
- Diathane (Kgs)	326	326	100%					
- Dimethoate (Ltrs)	653	653	100%					
- Malathian dust (Kgs)	1,500	1,500	100%					
- Digital weighing scales	-	52			52			
<u>Output 1.6:</u> Strengthen partnerships with Namulonge RI	1	1	100%	CAES (the sole national Soya bean breeder)was partnered with				
KRA 2: BO members secured improved farm marketing margins.								
<u>Output 2.1:</u> Complete the central store in Yumbe	1	1	100%					
<u>Output 2.2:</u> Build and equip a central store in Nebbi	1	0	70%	Construction is in progress and will be handed over in Feb 2013 for installation of seed cleaning facility in April 2013.				
<u>Output 2.3:</u> Conduct trainings in bulk marketing.	156	203	130%	This data includes attendance from 52 non BO groups involved in the P4MA production.	78	2,801	4,404	7,205
<u>Output 2.4:</u> Conduct exchange visits	15	16	107%	The exchange visits had 15 extra-BOs visit to Lira and 1 intra-BO visit between Yumbe and Obongi BOs.	16	263	293	556
<u>Output 2.5:</u> Set up UGX 100 million as a top-up pre-harvest season purchase fund	100 million	100 million	100%					

Planned outputs	Target	Actual	Success rate	Remarks	Outreach			
					BOs	Males	F e - males	Total
<u>Output 2.6:</u> Support 16 market linkage trips for Business Development Manager	16	16	100%	Market linkages were conducted with: (i) CAES for seed sourcing; (ii) Olam on AFARD's outreach; (iii) Processors and small scale buyers in Lira, Tororo and Kampala to diversify the market; (iv) PELUM to expose some BO; and (v) Others for assets suppliers.				
<u>Output 2.7:</u> Produce and disseminate 312 copies of production for the market documents.	312	312	100%		78			
KRA 4: Ability of BO members to engage in productive income generating activities enhanced.								
Output 4.1: Conduct training in enterprise analysis to ensure enterprise selection are based on profitability	78	78	100%	Some mentoring visits were made to BOs with enterprises they were investing in. E.g. Okuvuru and Modicha were investing in produce marketing from within and Kiryadongo districts.	78	1,522	2,112	3,634
KRA 5: BO members enabled to save and loan themselves in a fraud free business oriented manner.								
Output 5.1: Conduct training in credit risk management	78	75	96%		78	1,491	1,986	3,477

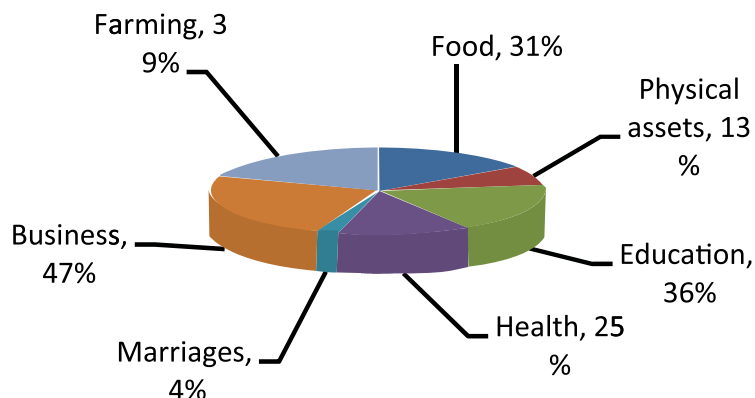
The results:

- Gradually, farming as a business is taking roots. Farmers separated between food and cash crops. They also diversified crops for the market to cushion weather changes. Besides, they abandoned uneconomical crops like cotton in Kucwiny and tobacco in Kei LLGs. Many BoMs also farmed with specific asset targets thereby adjusting their land and labour needs to meet their asset requirements.
- The number of farmers targeting P4MA increased for simsim from 2,866 in 2011 to 3,404 in 2012 while that for soya beans declined from 4,367 to 2,500. However, 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 live-stock (goats and poultry) from UGX 46,745 to UGX 106,000.
- At AFARD business level, the partnership developed with CAES has improved on staff skills while that with SNV has helped streamline the marketing strategy. While all the profits earned in the first season (UGX 36 million) was used to procure weighing scales in order to improve marketing efficiency, marketing in the second season that focused largely on simsim has also earned already UGX 20 million. We have been able to negotiate better price for our 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.

- The GLS had a loan portfolio worth UGX 1.5 billion. From it, only 76% took loans as opposed to 91% in 2011. Repayment rate also declined from 97% in 2011 to 77% in 2012. Meanwhile, 19% of the loan interest income was used to support OVCs and PLWA. The

loan as figure 6 shows was used for both investments and consumptions. Asked why they took a loan to fund, for instance, education, women noted that it helps them to target their investment but also it enables them to avoid domestic conflict from their husbands.

Figure 6: Loan use by BoM households



- From the 3,225 businesses established by BoMs, 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).

Case study 4: WENDI's Group Loan Scheme -The Birth of Aya-Aya Trading Center



A Developing Aya-Aya trading centre

Oriba, once an isolated village, is now a place for people engaged in small income generating activities (IGA's). Oriba village is located in Aria parish, Apo Sub County, Yumbe district. It was in a sorry state with minimal government intervention, and the villagers had to look for money through thick and thin to engage in creative ventures for income because access to credit facilities through the Banks and SACCOs was only for a few elites. Many people moved very long distance (to the nearest trading centre being

5km away) to buy food and other household necessities. Still the few people with IGA walked far looking for market for their items.

All these have changed. BoM's are now all smiles because the loan scheme WENDI introduced did not only make access to credit easy. It also brought business opportunities closer. The multiplicity of small businesses gave birth to "Aya- aya" trading Centre. Aya-aya literally means "exclusively our own". This center was established because members got tired of moving long distances in search of markets for their businesses as well as for buying basic household necessities like soap, salt, sugar, paraffin, etc.

Because of this trading centre, many women members have IGA's. Men too own kiosks. Equally, the booming business loans increased the BOs' local fund from only UGX 6 million in year 1 to UGX 11 million in year 2 and now UGX 17 million in June year 3.

Case study 4: WENDI's Group Loan Scheme -The Birth of Aya-Aya Trading Center

Mr Ismail Adnani is a 31 year old man and married with 3 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 3 other siblings, especially their education. This huge family demand weighed him down. Adnani jokingly narrated how he used to miss sleep wondering how he can earn enough income to meet this family needs.

When the Sub county officials were mobilising 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 Aliodwanyusi 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,



*Top - Adnani next to his grinding mill.
Bottom - Adnani's children in school
(Photos by Julie Flavia Vuni)*



*Adnani on his identified construction site.
(Photo by Julie Flavia Vuni)*

Adnani was quick to respond that first he is sure he will achieve his goal. Second, he considers that he is 70% accomplished. All his siblings including one of his children 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 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 6 acres of soya beans and 5 acres of cassava.

Case study 5: Aisha's Most Significant Change



I am Ms Aisha Oleru, a 60 year old mother of 3. Without knowledge on good agricultural practices, my small gardens only afforded me a meal a day. Yet, my dream was to sleep in an Iron roofed house.



WENDI programme gave me 2 goats that added to the one I had bought. The goats increased to 12. I used 8 for paying dowry for my son's wife



Using the groundnut seeds and agronomic trainings, I increased my acreage from $\frac{1}{4}$ to 1 acre, with better yield for food.



From the cassava cutting and agronomic best practices, I have cassava in the field for food. I have sold some and earned UGX 250,000.



The production of soya beans for income earned me another UGX 200,000. And with my produce buying and selling business, I had UGX 1, 100,000.



I have ably built this 4 roomed iron roofed house; my dream house. I will complete the finishes after earning UGX 500, 000 from the sale of my soya beans and cas-sava this season [that ends in May 2013].

4.3 Health Security (Water, Sanitation and Hygiene)

The critical gap:

In 2011, only 78% of WENDI beneficiaries 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 the under 5 years old (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, 10 boreholes were drilled and the drilling of additional 14 boreholes is on-going. For all these water sources, FMCs are in place and a separate bank account established. CHFAs continued with home-to-home education and surveillance. Overall, they reached out to 15,422 people (59% to females) and visited all the BoM households. They also dragged 16 BoMs to village council courts and won all the cases. Due to their surveillance, 32 BoMs who were non-compliant after 4 years of emphasis on WASH were expelled. In some BOs like Kisimua LLGs were engaged to support a village wide safe sanitation campaign.

Table 3: Achievement of outputs under health security (Water, Sanitation and Hygiene)

Planned outputs	Target	Actual	Success rate	Remarks	Outreach			
					BOs	Males	Females	Total
KRA 6: Access to safe public water and sanitation points increased.								
<u>Output 6.1:</u> Drill boreholes in water scarce areas.	24	10	42%	Variance covers supplementary project approved in November 2013. While 10 boreholes were completed and handed over to the communities, work is on-going on the new drilling works.	24			
<u>Output 6.2:</u> Train facility management committees (FMCs)	24	10	42%	10 water user committees were trained by DWOs.	24			
<u>Output 6.3:</u> Commission the water sources by district leadership	6	3	50%	The 3 districts where the 10 boreholes were located all had them commissioned and officially handed over to the communities	10			
<u>Output 6.4:</u> Plant fruit and timber trees to conserve water catchment areas	350	-	-	Covers only new boreholes. Contracts for work has been signed with DWOs	14			

The Results:

It is evident that:

- 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). Besides, 25% of BoMs boil water used for drinking.
- Meanwhile 88% of pregnant women and 47% of children under 5 years old sleep under treat-

ed mosquito nets.

- 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.
- Although members reported that they are suf-

fering less from water borne diseases the MRAL data revealed that gastro-intestinal infections and respiratory tract infections stabilized at the level of 2011 (i.e., 6% and 3% respectively). Meanwhile 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 compared to the last 3 years was attributed to the too much rain that facilitated

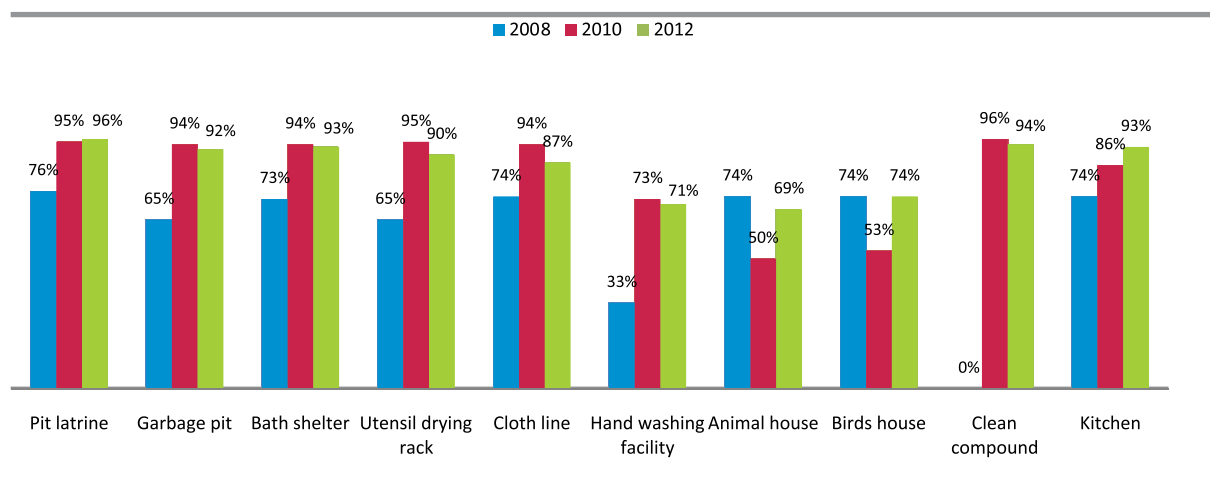
mosquito breeding even in months when there used to be none. This reason was corroborated by a few LLG and health officials we discussed with.

- While 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 was rather high (averaging UGX 393,917).

Borehole commission by Vice Chair, LC V in Omba, Yumbe district (Photo by A. Lakwo)



Figure 7: Safe sanitation and hygiene facilities in BoM households



4.4 Health Security (HIV/AIDS Prevention and Mitigation)

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, AFARD FOs were inducted on combination prevention. CHFAs were retrained on the new strategy and they were provided technical backstopping by FOs in community education. They were encouraged to adopt Prevention with Positives (PwP) by including PLWA in their ABCCD promotion. Couples were encouraged to participate in BCCE. VCT outreaches were targeted specifically at the youths. And community care and support was promoted for PLWA and OVCs.

Table 4: Achievement of outputs under health security (HIV/AIDS Prevention and Mitigation)

Planned outputs	Target	Actual	Success rate	Remarks	Outreach			
					BOs	Males	F e - males	Total
KRA 8: Comprehensive knowledge and positive attitudes and practices regarding HIV/AIDS improved.								
<u>Output 8.1:</u> Retrain CFHAs, VVs and PECs in combination HIV prevention.	660	646	98%	Excluded CHFAs who were at school	80	371	275	646
<u>Output 8.2:</u> Conduct peer-to-peer education and counseling through:								
- Seminars	16	36	225%	Use of own facilitators, drama group (in Dei) and video equipment (in JOYODI) enabled higher performance.	3	5,948	9,319	15,267
- Video shows	8	20	250%		2	1,8837	3,508	5,391
- Drama shows	12	21	175%		3	7,247	8,464	15,711
- Posters in the local language	6,000	11,000	183%					
<u>Output 8.3:</u> Conduct mobile VCT outreaches	120	120	100%	The outreach data is integrated in district health offices and Ministry of Health data.	80	3,665	4,731	8,396
<u>Output 8.4:</u> Distribute condoms through peers	15,000	0	0%	There is high condom stockout in all the districts.				
KRA 9: Community care and support for PLWA and OVCs increased.								
<u>Output 9.1:</u> Conduct stakeholder’s dialogue meetings	8	13	162.5%	Targeted local leaders and beach management committees again	3	303	179	482
<u>Output 9.2:</u> Support PTCs joint counseling sessions	24	36	150%	The 3 supported BOs each held monthly sessions.	3	1,065	1,869	2,934
<u>Output 9.3:</u> Conduct home visits and counseling by PTC members.	30	55	183.3%	Targeted PLWA who were noticed in bad conditions.	3	290	571	861

The Results:

In the year, the CHFAs educated 15,422 people (59% to females). The intensive BCCE over the years led to: (i) the safe male circumcision of 1,711 males; (ii) VCT of 8,396 people (56% females) of who 1,888 people tested as couples and 4% were found HIV positive; (iii) 159 additional people to declare their HIV status; (iv) additional 222 people

to enroll for ART; and (v) the adoption of positive living among PLWA as 17% have IGAs, 60% use condoms consistently, and 55% declared their status to their family members. In addition, positive behavior changes were also reported by BoMs given that 31% noted they were in abstinence, 12% practicing fidelity, and a dismal 0.1% in casual and transactional sex.

Further, women noted a declining trend of marital infidelity among men (even as income is increasing). They also noted that they are beginning to do better in terms of ANC attendance as 99% attended 2-3 ANC services. Overall, 88% of pregnant women delivered in health facilities as compared to 12%

who delivered at home. Besides, 97% of mothers are breast feeding, 74% are breastfeeding exclusively for 6 months and 24% of children 2 years old were still breastfeeding.

The Youths reported that they are gaining confidence to test for their HIV status especially when effectively mobilized and strategically targeted outside the peeping eyes of their parents.

BOs like Dei, Lokokura and JOYODI continued to support PLWAs and OVCs from interest incomes earned on their GLS. As a result of this support, PLWAs are able to sustainably access ART and OVCs are able to continue with their education unhindered. But fundamentally this approach of community care and support has built “collective responsibility” that has improved community cohesion.

In the attempt to mainstream child health and SRH issues, over the years as figure 8 and 9 show, there is improving status of vaccination and family planning practices.

Figure 8: Vaccination trends in BoM households

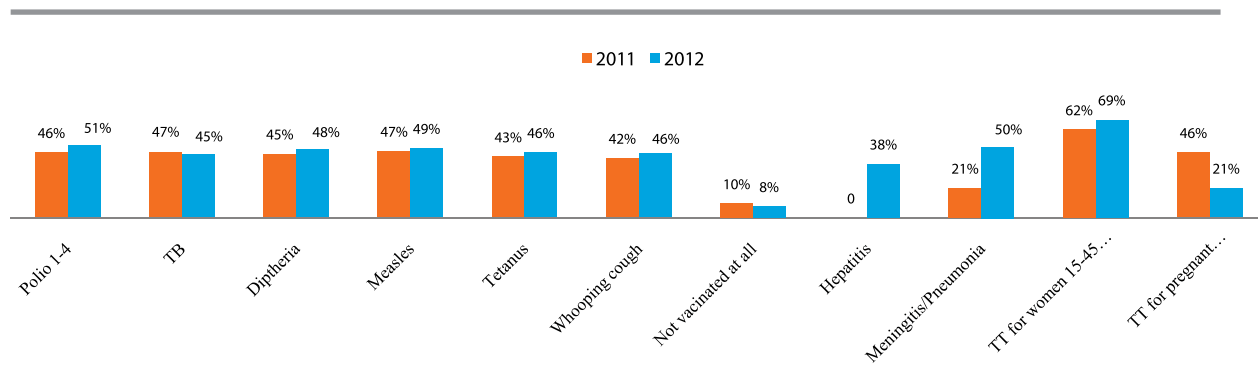
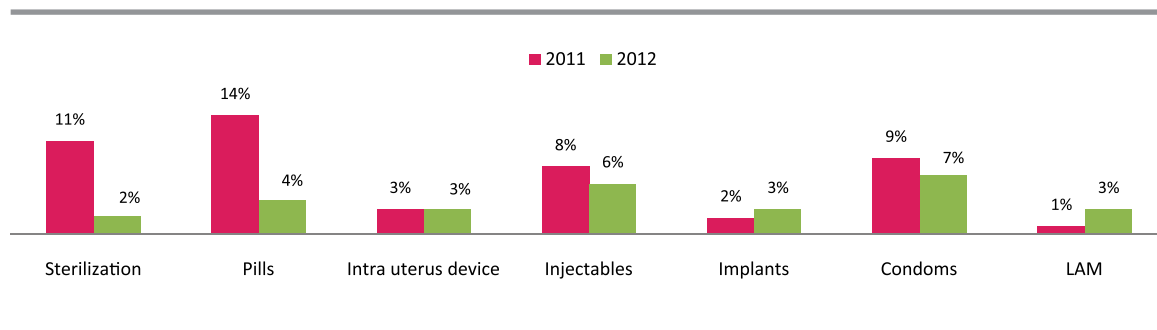


Figure 9: Use of family planning methods among female BoM 15-45 years



Case study 6: Post Test Clubs; Economically Empowering PLWA and Changing Risky Behaviors



Mr. Othumaa Ogenboth 'ajaji' serving his customers 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, fighting. Since he was a successful lither, he was in charge of the boats that he fished in. This gave him the power to even sell the fish from the boats and only make a remittance of the money to his boss. This privilege was so much that he would determine who should buy fish from his boat, hence as the culture in the fishing community, the women who did not want to cooperate with him sexually, did not have the favor of buying from him. This however 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. That was when he decided to return to Dei and had his blood tested. 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 touch any female other than his wife. Half a year afterwards, he took a loan of UGX 300,000 which he repaid timely. 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 timely.

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 clothes seller). He has saved UGX 1,200,000 in cash, stock worth UGX 2,000,000, and paid school fees worth UGX 400,000 on 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.

4.5 Education security

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. Local governments too in search for local revenue continue to license night discos and videos that expose many children to teenage sex with increasing number of teenage parents. Meanwhile, there is a rising desire for

community education fund. What we started in only 6 groups spread to 12 groups.

Our actions:

In 2012, emphasis was put on girls' education. Additional 6 selected groups received booster fund for their Community Education Fund. FOs and top management continued with social mobilization for girl child education. Female role models were supported to talk to girls to stay in school. And Education Committees were encouraged to be vigilant in ensuring that all children are in school.

Table 5: Achievement of outputs under food security

Planned outputs	Target	Actual	Success rate	Remarks	Outreach			
					BOs	Males	F e - males	Total
KRA 10: Educational participation of children increased.								
Output 10.1: Establish a solar energy revolving fund	56 million	56 million	100%	Discussions were held with Kitchener Solar Group on pricing, and limited presence in WENDI villages.				
KRA 11: Community ability to fund education of best performing children improved.								
Output 11.1: Provide booster fund for community Education Funds	6	6	100%	Each of the 6 selected BOs received UGX 5 million.	6			
Output 11.2: Conduct female role model visits for girl child education	25	25	100%	5 schools were visited in each of the 5 districts covered.	25			
Output 11.3: Conduct exchange visits	-	1	-	All the new BOs that received booster fund visited Murusi axis	7			
KRA 12: Vocational skills for self-employment promoted among out of school youths.								

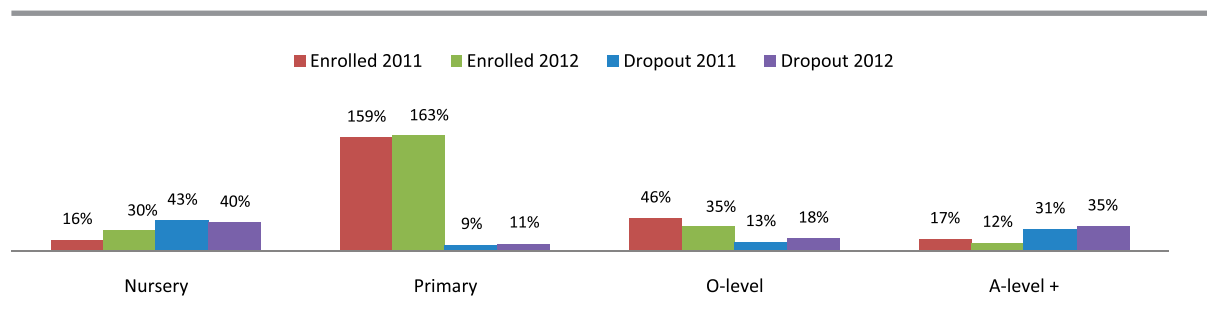
The results:

- Enrolments and dropout rates continued to improve as compared to 2011 (see figure 10). Gross enrolments increased at nursery (from 16% to 30%) and primary levels (from 159% to 163%) although overall there was a 2% decline in enrolment from 70% to 68% between 2011 and 2012; a decline that was marked for girls from 63% to 59%. Girls also registered 4% increase (from 9% to 13%) in dropout rate.
- Education committees are vigilant in ensuring that all children are in school. Parents are in-

creasingly supporting their children's education by providing adequate scholastics materials and many old men and women cry in public if their girl children dropout of school.

- Community schools have emerged in Okuvuru, Aliamu, Dei, Vura, Cido, Drabijo and Congambe. Okuvuru provided UGX 2 million to kick start their nursery school. Church/mosque leaders allowed churches and mosques to be used as classrooms. Likewise, CEF has been adopted by many BOs in Yumbe (Aupi Apo, Kisimua, Fataha, Aliodwanyusi, Oriba, and Li-onga South).

Figure 10: Enrolment and dropout of children 3-24 years in BoM households



Case study 7: Education - A Long term Investment



*Top - Ms Joyce picking Orange for sale
Bottom - Ms Joyce children in school
(Photos by Flavia Vuni)*

Ms Joyce Onzia is a 37 year old woman married to Mr Guma Andrew. The couple has 6 children (3 boys and 3 girls). While Mr. Guma is an unlicensed primary school teacher, Ms Joyce is a full time small scale farmer who has never diverted her attention into any other activity. She joined Alionyanya WENDI group in 2009 with a dream of better education for their children up to Diploma/Degree education besides having adequate food and building an iron sheet roofed house for their family.

To achieve this dream the family notes that the start-up inputs – seeds and livestock that they received from WENDI together with trainings helped them to do things better. They diversified their food crops: cassava, sweet potatoes, sorghum, simsim, and groundnuts. Nutrition education compelled them to build granaries, grow (and dry) green vegetables, and diversify their foods. They also diversified their income sources. The family took to targeted farming for income and Ms Joyce fully manages the farming business. At peak times she takes a loan from her group strictly to hire additional labour. Mr Guma too provides added labour including in activities like weeding that culture forbid for men.

From the above, Ms Joyce narrated, feeding is no longer a problem. We eat as much as we want and better foods. Income has also increased. In the year, they earned UGX 100,000 from sales of cassava stalks, UGX 400,000 from cassava tubers, UGX 500,000 from soya beans, UGX 420,000 from maize, and UGX 480,000 from fruits (totaling to about UGX 2 million –excluding the second season harvest that has just began). Besides, they have 32 birds and 8 goats after exchanging 12 goats for a cow.

No doubt, their daughter Beatrice is in Nsambya Nursing School; an expensive but quality private health training institute where per semester they ably pay UGX 3 million. All the other 4 children are in primary school, “without any missing scholastic materials” Ms Joyce emphasized. However, because investment in higher educa-



tion requires lump sum yet it takes time to complete and yield returns, Richard their first son is yet waiting for Beatrice to finish her nursing course before he too can go back to school.

On the whole, Ms Joyce and Mr Guma noted that WENDI programme has greatly helped them to achieve some of their dreams. Their lives have changed positively. They are able to eat well, cloth the family, and support their children in good schools. These achievements have earned them social recognition and respect.

Case study 8: Akasa's Most Significant Change



My name is Akasa Chiriga. I am a member of Drabijo WENDI Group in Moyo District. Before joining the group, life was unbearable. My children were frequently out of school



I received knowledge on livestock management and two local nanny goats from the program; our household goat population increased to sixteen in one year.



I sold seven of my goats and used the money for buying a solar unit for lighting and re-charging phone batteries at a fee.



We also grow cassava primarily for food. We have 3 acres planted in stages to secure steady food supply



All our children are in school and attend classes regularly. We have enough money to support their education.



Our household can afford three meals a day. We have food store to save food for future use. We also observe food hygiene for a healthy life.

Case study 9: 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 Aringajobi 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 from the programme" 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 3 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 regularity 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 not refusing to go to school the following day? We are now only trying to turn around things for our children.

4.6 Good Governance

The critical gap:

It was noted in 2011 that there was low participation by many WENDI supported group members in local government planning and budgeting processes and thus they hardly received any share of their local governments' cake. This was in part because many were unaware of both their rights under decentralized governance and how local government planning was conducted. Neither did they also have the skills to advocate leaders for their development needs.

Our actions:

In the year, group members were educated on their rights, local government planning processes, and how to advocate for their share of services from their elected government leaders. They were provided with information on LLG planning processes. LLG leaders were also encouraged to involve BoMs and other community members in their planning meetings.

Table 6: Achievement of outputs under good governance

Planned outputs	Target	Actual	Success rate	Remarks	Outreach			
					BOs	Males	Fe-males	Total
KRA 13: Women and local government leaders effectiveness to represent their constituency improved								
KRA 14: Local government responsiveness and accountability through community participation improved								
Output 14.1: Conduct training on human and women’s rights to decentralized development and local government planning processes	80	80	100%		80	1,314	1,733	3,047
Output 14.2: Conduct training on advocacy skills	80	80	100%		80	1,432	2,066	3,498

The results:

In the year:

- There was additional 3% increase (from 74% to 77%) in participation in LLG planning processes. Many BoMs asked their LLG leaders about planning meetings and indeed attended where they were invited.
- Further, 11 BOs won contracts from LLG projects such as Matu under CDD, Congambe, Omba, Aupi Apo, Aliamu and Oriba under NAADs and others from NUSAF. Other contracts were to supply improved cassava cuttings and labour on labour-based road maintenance works.
- The relationship between LLGs and BOs also improved. While some area councilors (e.g. in Adhingi and Drabijo) are independently monitoring BO activities, some LLGs are helping BOs solve critical conflicts such as fraud cases, leadership wrangles, etc. Jangokoro LLG organized an exchange visit between its funded groups with WENDI and Manos groups in order to learn how group members can grow their funds transparently.

Case study 10: LLG Responsiveness improves both service delivery and community participation - A Case of Odravu Sub county, Yumbe District

Many LLGs have now leaned on “demand driven approach” to service delivery. This is contrary to the former supply-led approach where people were meant to simply consume whatever goods and services their governments had for them. This shift however requires that LLGs have to get people to demand for services. Besides, they should also respond to those demands lest people shun engaging with their government in favour of other services outlets. However, cardinal in pursuing the demand-driven approach is people’s participation in identifying what they need so that their LLG can accept or reject the needs (moreover with sound reasons!). However, this has been the main road-block in decentralized governance and development. LLGs are seen by the people as distant entities from them; entities meant to benefit the job holders (elected and political leaders). Besides, LLGs have hardly endeavored to ensure that they truly get closer to the people. Often, LC 1 Executives are compelled to plan for the people at village levels. Parish Development Committees do the same at parish levels. Eventually, the approved LLGs are only the interests of technical and elected leaders. Hardly are the needs of the “common man/women” taken care off. In so doing, (i) leaders managed decentralized development and ended up benefiting themselves, and (ii) communities withdrew to “sit and wait status.” Their exhibited low participation in the planning processes.

With the orientation of LLG leaders conducted under the mainstreaming the right to food in sub-national plans and budget, Odravu Sub-County in Yumbe district took a daring move to change the low community participation in their LLG. The Chairman LC 3 noted, “we could not pressurize communities to participate in the affairs they had long shunned down. We had to set baits that could attract them instead.” The main baits the LLG set included: deliberate targeting of selected vulnerable groups and the LLG decided to provide co-funding from their local revenue to the poorest of the poor in order for them to enroll and benefit under NAADS food security farmers categories. In so doing, a female counselor noted, “our LLG have more vulnerable group who would otherwise miss out and die of hunger benefiting from existing government programmes.”

Further, the Sub-County also enacted and is enforcing a by-law on stray animals. While leaders in other LLGs fear to enforce their own made by-laws because of the conflicts it create with their “employers” (their voters), in Odravu all the councilors are committed to enforcement.

Finally, aware that FNS is beyond a household production capacity, the Sub county is also pursuing a market-driven approach. It has turned the redundant store built by GTZ-GOPA in 2008 into a bulk centre besides promoting market-driven production. Contacts are being made with produce buyers like AFARD in order to ascertain what the market needs.

As a result of all these, the LLG officials noted that there is increased participation of grassroots communities for the first time ever in village level planning since the LLG was decentralized. Many people attended the various meetings. Besides, now poor people are visible beneficiaries of LLG development programmes unlike in the past when the well-off or politically connected people scooped all government delivered development programmes. Finally, the demand for improved seeds of soybeans and sesame is high as people are flocking the LLG in search for where to access seeds (besides others demanding that the LLG programmes should deliver to them the said seeds).

Case study 11: 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 locational isolation. Such isolation also affected the level at which the sub county compared to other LLGs 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 skilled 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 reprioritized 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 outweighed that of men; and (ii) The selection of NAADS beneficiaries for both market oriented farmers and food security farmers was equaled 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 need a clear advocacy strategy that can rightly fit into the LLG operational systems.

4.7 Institutional Development

The critical gap:

In 2011, many BOs exhibited nascent stage of organizational growth. Only 36 out of 82 had reached take-off stage. Many were still financially unstable. With entry into P4MA, it even became crucial that the organizational growth is aligned from charity into business orientation.

Our actions:

In the year, managerial and technical skills trainings were provided. 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.

Table 7: Achievement of outputs under institutional development

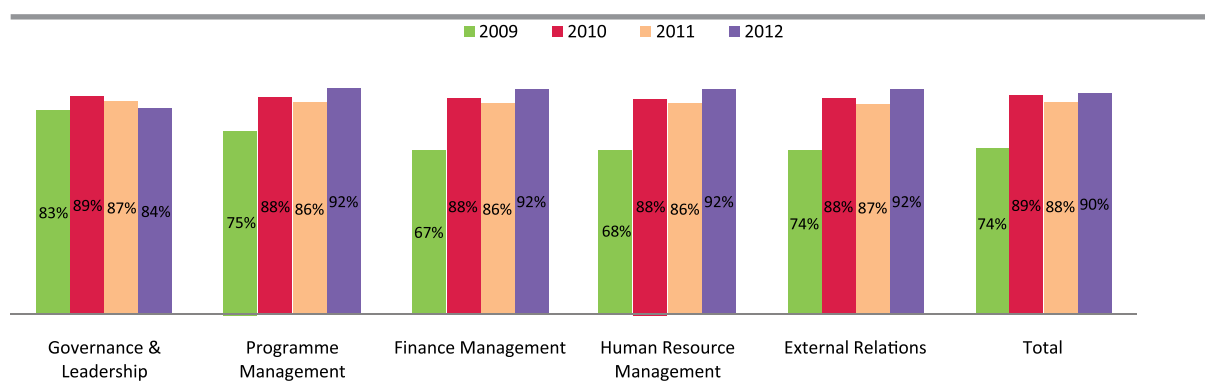
Planned outputs	Target	Actual	Success rate	Remarks	Outreach			
					BOs	Males	F e - males	Total
KRA 15: BO organizational management competency and growth improved								
Output 15.1: Conduct training in financial management	80	79	98.8%	Excluded OATC, JOYODI, and Panyimur parish	79	1,193	1,718	2,911
Output 15.2: Conduct training in implementation monitoring	82	80	97.6%	Excluded OATC and Panyimur parish	80	959	1,431	2,390
Output 15.3: Conduct training in HIV/AIDS	80	80	100%		80	2,744	4,337	7,081
Output 15.4: Conduct training in gender issues	80	80	100%		80	2,261	2,971	5,232
KRA 16: AFARD’s capacity to initiate, coordinate, account for and learn from development programme improved								
Output 16.3: Induct district council officials	5	5	100%			154	61	215
Output 16.4: Induct all the LC 3 council officials	23	23	100%			457	222	679
Output 16.5: Conduct routine management visits	84	87	103%		80			
Output 16.6: Conduct field visits:								
- by AFARD Board members								
- LLG officials	2	2	100%		4			
- DLG officials	23	23	100%		37			
	5	5	100%		18			
Output 16.7: Conduct quarterly District Network meetings	20	20	100%		5	1,321	426	1,737
Output 16.8: Hold quarterly BO review meetings	324	324	100%		81	1,332	1,505	2,837

Planned outputs	Target	Actual	Success rate	Remarks	Outreach			
					BOs	Males	F e - males	Total
<u>Output 16.9:</u> Produce/ disseminate quarterly and annual progress reports.	1,472	1,104	75%	Variance awaits this annual report verification	80			
<u>Output 16.11:</u> Plan for 2013	1	1	100%		80			
<u>Output 16.12:</u> Conduct external mid-term evaluation	1	1	100%					

The results:

- Visionary leadership has emerged in some BOs like Kisimua, Kuligamba, Orlando, Adhingi, Okuvuru, and Drabijo. They are engaging BoMs with a clear sustainability question. These leaders (as the case of Adnani tells) are not greedy. They are promoting collective and individual success.
- Members' interest in and scrutiny of the management of their groups improved. Unlike in the past when they exhibited complacency during loan taking, in the year BoMs were keen on loan amounts a member took. 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. This growth rhymes with the trend shown in figure 11 below (90% POCA score) and annex 3 for overall BO performance.
- From the monitoring training, now 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.
- The gender training improved asset ownership status of women (see annex 4). For the first time, men allowed their wives to fully use the improved seeds they sourced from WENDI. Men willfully shared their labor with their wives in land opening, weeding, harvesting, and sales. Men also carried produce to the group collection points. Women have also become co-owners of family assets that were procured with proceeds from P4MA.
- Some BOs have also diversified their investment portfolio 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).
- Local contributions towards WENDI programme implementation amounted to UGX 14.1 billion; 98% from land and labour.

Figure 11: POCA Status of BOs



4.8 AFARD Sustainability

The critical gap:

AFARD has exhibited overreliance on **gorta** funding; funding that has been declining over the years without room for the up-scaling the originally planned outreach.

Our actions:

To help build AFARD's financial sustainability, support was given towards engagement in the market: P4MA with managerial support. Additional equipment was procured. For details see economic security.

Table 8: Achievement of outputs under AFARD sustainability

Planned outputs	Target	Actual	Success rate	Remarks	Outreach			
					BOs	Males	F e - males	Total
KRA 16: AFARD’s capacity to initiate, coordinate, account for and learn from development programme improved								
<u>Output 16.1:</u> Equip and tool office								
- motor cycles	2	2	100%					
- laptop	1	1	100%					
<u>Output 16.2:</u> Promote WENDI visibility (in conjunction with gorta -Uganda office).								
<u>Output 16.10:</u> Hold Board meetings	2	2	100%					
KRA 17: AFARD is financially sustainable								
<u>17.1 Output 17.1:</u> Support AFARD to pilot production for the market								

The results

See 4.2 above.

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

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, education was low, hunger was at its peak, and poverty was rampant. Such behavior also wrecked the group at its infancy.

However, when Ismail became the Chairman the group has registered steady achievements both at the group and individual member levels. Now, the group has become a role model for amongst 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 monthly. 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 1000 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 its 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 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. It produced and sold 6.7 tons of soya worth UGX 6,700,000. Now it has about 2 tons with 2 acres not yet harvested and 1 acre harvest being threshed. All members are encouraged to have at least ½ to an acre of cassava field for food consumption. No shared latrines are allowed since WENDI programme supports independent kitchens. Such a 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 2 children in Town View Secondary School in Yumbe.



Top- BoMs threshing soya beans

(Photo by Alex Bakole)

Bottom - Kisimua BoMs in Uniform

(Photo by A. Lakwo)

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 a head scurf called "Amina" all men have coats. They have also bought a flag clearly written on as KISIMUA WENDI PROGRAM, SUPORTED BY AFARD. This has compelled four non-members to buy similar uniforms and start attending group trainings and meetings.



Case study 13: Corruption, A Big Challenge to Community Development Initiatives - A Case of Injanyangaku WENDI Program

The WENDI program has over the past 3 years been empowering communities to start up sustainable community led development initiatives that could cause change in their livelihoods. Among other things, the program focused on sensitizing and building the capacities of BO's to raise money (local fund) through sources that they could identify, which money they would use to: (i) Create a start-up booster capital for lending to members' enterprises so that livelihood activity diversification is increased; (ii) Promote a saving culture and financial discipline; and (iii) Facilitate social solidarity among the members which will in turn build a collective security system for community support system. This initiative yielded positive results in most of the BO's. However, some opportunistic educated leaders turned this into "Corruption Avenue." A case in point is in Injanyangaku WENDI group which suffered losses of mismanagement by its leaders.

Formed in 2009 the BO almost collapsed in early 2010 due to financial fraud by its leaders. Having identified the root cause of their problem members elected a transparent and hard working Chairperson. This new leadership helped build the BO local fund from UGX 3M in 2010 to UGX 20M in 2011. This growth raised the hope of members who now targeted a ceiling of UGX 50M by 2015 when WENDI program ends.

Misfortune had its share once again when the Chairperson resigned and joined politics. Their Treasurer, Mr. Babu Swadick without permission of the members fraudulently misused UGX 5M. Members only came to know about this money at the end of 2011 when AFARD warned members on letting their leaders "play with their monies" after a few cases had emerged. Pressurized by members' threat to report the issue to the LLG, the Treasurer confessed that he had used the said money and committed himself (in writing in the presence of LLG officials) to pay. Such "corruption" noted an elderly member as "abuse of trust by educated people" when he emphasized that:

We have suffered much from dishonest leaders just because we are illiterate. These literate people are using their knowledge against us, instead of building us. All the children we had put our trust in have turned us down, and yet they are the only ones we have who are literate... I admire villages which have many people who are literate, they are not stepped on like us.

This case shows how corruption, a preserve of elites, has percolated our society up to the grass-roots levels. "Why should we (poor illiterate people) trust educated people and especially leaders if wherever they are they only look at self-enrichment?" asked another elderly woman. However, the case also tells of how literacy is crucial for poor people's empowerment. Strong system alone is insufficient to build a transparent and accountable society. AFARD and gorta are therefore challenged to build both in ways that hold trust and social fabric together.

5. Financial Performance

5.1 Income statement

As is shown in Table 9 below, in the year the programme received UGX 3.8 billion. UGX 6.1 million was earned as interest on deposit with the

bank after AFARD Board of Directors raised the concern to the bank.

Table 9: WENDI Programme income statement

Income sources	Planned value (UGX)	Actual Value (UGX)	Variance (UGX)	Remarks
2010 AFARD c/d	75,682,209	75,682,209	-	100% Achieved
Irish Aid Disbursement	1,141,897,500	1,141,897,500	-	100% Achieved
WENDI Disbursement	2,587,733,865	2,587,733,865	-	100% Achieved
Others		6,137,309	(6,137,309)	Interest on deposit
Total Income	3,805,313,574	3,811,450,883	(6,137,309)	100% Achieved

5.2 Expenditure statement

Of the total funds received in the year, 85% was spent and the remaining 15% largely committed for activities that spilled into 2013 like report production, cockerel procurement, audit, mid-term evaluation, borehole drilling and commissioning, among others (see tables 10 and 11 below for details).

Table 10: WENDI Programme expenditure statement

CODE/KRA	ACTIVITY	Revised Budget	Actual Expenditures	Variance	Remarks
	Direct disbursement to BOs	98,472,000	98,448,500	23,500	
KRA. 1	Access to sustainable and improved agro technologies increased	948,949,906	893,999,406	54,950,500	Committed fund
KRA. 2	BOs & BO members secured better marketing margins	682,461,000	679,751,000	2,710,000	Committed fund
KRA. 3	Knowledge & practice of better nutrition improved	44,880,000	43,200,000	1,680,000	
KRA. 4	Ability of BO members to engage in productive IGAs enhanced	13,410,000	13,400,000	10,000	
KRA. 5	BO members enabled to save & loan themselves in a fraud free business manner	13,600,000	13,600,000	-	
KRA. 6	Access to safe public water & sanitation facilities increased	794,738,294	347,804,067	446,934,227	Committed fund
KRA. 7	Utilization of safe sanitation & water chain management practices increased	13,600,000	13,600,000	-	

CODE/KRA	ACTIVITY	Revised Budget	Actual Expenditures	Variance	Remarks
KRA. 8	Comprehensive knowledge & positive attitude & practices regarding HIV/AIDS improved	64,457,500	64,430,000	27,500	
KRA. 9	Community care & support for PLWA & OVCs increased	11,367,000	12,118,500	(751,500)	Toped up JOYODI drama short fall.
KRA. 10	Educational participation of children increased	56,090,200	56,090,200	-	
KRA. 11	Community ability to fund education of best performing children improved	41,340,000	41,340,000	-	
KRA. 12	Vocational skills promoted among out of school youths	-	-	-	
KRA. 13	Women & local government leaders effectiveness to represent their constituencies improved	-	-	-	
KRA. 14	BO participation in local governance increased	27,200,000	27,200,000	-	
KRA 15	BO organizational management competencies and growth improved.	147,795,000	142,635,000	5,160,000	
KRA 16	KRA 16: AFARD capacity to initiate, coordinate, account for and learn from development programmes improved	847,214,284	779,415,134	67,799,150	Committed fund
KRA 17	AFARD is financially sustainable	5,875,699	-	5,875,699	
Total Expenses		3,811,450,883	3,227,031,807	584,419,076	
Bank Balances					
Support to 82 BO s in West Nile Region, Uganda (UGA/2018/11)			546,681,236		
Increasing West Nile Small Holder Farmers' Agricultural Productivity (UGA/1986/10)			37,737,840		
TOTALS		3,811,450,883	3,811,450,883	584,419,076	Bank Balance as at Dec. 31, 2012

5.3 Committed funds

Table 11: Committed funds

Building partnership with Research institutes/university	29,055,500
Conserve the degraded environment in Murussi axis	7,965,000
Conduct market linkages by BDM	2,710,000
Drill boreholes	446,934,227
Periodic performance report production	9,200,000
Mid-term evaluation	8,424,150
Audit	40,000,000
Provide livestock	15,960,000
Board/LLG monitoring	2,361,700
Total committed fund	562,610,577
Total bank balances	584,419,076
Uncommitted fund	21,808,499
Restricted fund (Irish Aid)	11,777,840
Total uncommitted fund	10,030,659

While UGX 584.4 million is the annual bank balance, UGX 562.6 million is committed as is shown in table 11 above. The remaining UGX 10,030,659 includes UGX 6,137,309 interest income that by board policy will be deposited onto the reserve account.

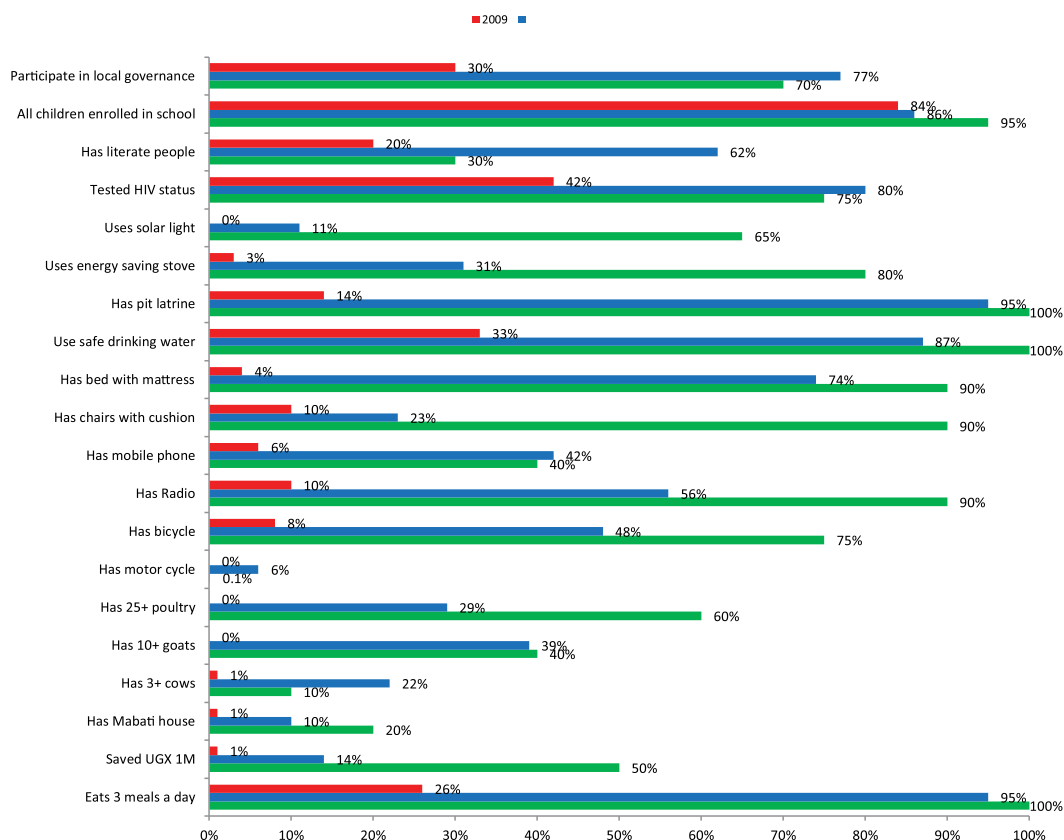
6. Achievement of Outcomes

The strategic goal of WENDI is to ‘contribute, by 2015, to building a West Nile society in which 82 BOs with 10,828 households and 73,958 people in the districts of Nebbi, Zombo, Arua, Yumbe and Moyo are prosperous, healthy, and informed particularly by empowering rural marginalized communities to transform their energies for the attainment of secure and self-sustaining livelihoods.’ This goal is assessed annually at two levels: BoM household levels and programme levels in a mutually inclusive manner. Below is the level of achievement to date.

6.1 BoM priority Outcomes

At the start of the programme, BoMs set for themselves model homes/village standards using their 7-year step-wise plans. These standards reflect their aspirations for a dignified and secure and sustainable livelihoods. Annually, the MRAL tool captures performance against these standards. Figure 12 below shows a marked achievement of these standards. For instance, the acquisition of cows, motor cycles, mobile phones and participation in LLG policy processes have been achieved beyond target. Gaps however continue to persist in cash savings, use of energy saving stoves, and acquisition of radio, and chairs with cushions, among others. It is also important to note that most of these targets are achievable (according to the MTE draft report).

Figure 12: Achievements of model home standard 2009-12



6.2 Programme performance Outcomes

Table 11: Achievement of 2012 outcome targets

Focus	Strategic objectives	Results	Target 2012	Actual 2012	differ-ence
Food security	KRA 1: Access to sustainable and improved agro-technologies increased.	-Households able to eat 3 balanced meals a day	95%	88%	-7
		-Households using improved energy savings stoves	40%	31%	-9%
	KRA 2: BO members secured improved farm marketing margins.	Households with UGX 1 million saved	50%	14%*	-36%*
	KRA 3: Knowledge and practice of better nutrition improved.	Households able to eat 3 balanced meals a day	95%	88%	-7
Eco-nomic security	KRA 4: Ability of BO members to engage in productive income generating activities enhanced.	-BOs with at least UGX 25 million	65%	19%*	-46%*
		-Households with UGX 1 million saved	50%	14%*	-36%*
	KRA 5: BO members enabled to save and loan themselves in a fraud free business oriented manner.	-BOs with credit schemes	100%	100%	0
		-BO loan portfolio (in UGX billion)	2.7	1.5	-1.2
		-BO members borrowing from BO schemes	95%	76%	-19%
Health security	KRA 6: Access to safe public water and sanitation points increased.	-BO members using safe water	90%	87%	-3%
		-Water sources with functional Facility Management Committees	100%	100%	0
	KRA 7: Utilization of safe water and sanitation chain management practices increased.	-BO members using mosquito nets	100%	68%**	-32%
		-BO member households with latrines	100%	95%	-5%
		- BOM households with hand-washing facilities	95%	71%	-19%
			20%	26%	+6%
		-Rate of Malarial disease (in children)	71%	24%	-46%
		-Proportion of women breastfeeding (2yrs)			

Focus	Strategic objectives	Results	Target 2012	Actual 2012	differ- ence
Health security	KRA 8: Comprehensive knowledge and positive attitudes and practices regarding HIV/AIDS improved.	-BO members tested HIV status	77%	85%	+8%
		-Community openly talk about HIV/AIDS	100%	100%	0
		-women 19-49 years deliver in health facilities	85%	88%	+3%
		-women 19-49 years breastfeed for at least 2 years	65%	24%	-41%
	KRA 9: Community care and support for PLWA and OVCs increased.	-# of OVCs supported with education materials and remained in school	249	162***	-87
		-# of PLWA supported to access ART services	500	352***	-148
		-Community stigma for HIV positive people reduced			
Educa- tion security	KRA 10: Educational participation of children increased.	Proportion of children enrolled in schools	100%	68%	-32%
		Proportion of children retained in schools	91%	85%	-6%
	KRA 11: Community ability to fund education of best performing children improved.	# of children supported by own villages/BOs under education fund	70	86	+16
	KRA 12: Vocational skills for self-employment promoted among out of school youths.	-# youths trained in vocational skills self employed			
		-# of additional jobs created by trained youths			
Good gover- nance security	KRA 13: Women and local government leaders effectiveness to represent their constituency improved	-LLG leaders know their roles			
		-LLG leaders perform their roles			
	KRA 14: Local government responsiveness and accountability through community participation improved	-BoMs participate in LLG P+B processes	50%	77%	+27%
		-BOs received LLG project support	50%	11%	-39%
Com- munity security	KRA 15: BO organizational management competency and growth improved	-BOs at performance take-off stage (65-95%)	75%	50%	-25%
		-BOs with prudent financial management	- 65%	19%*	-46%*
		-BOs with at least UGX 25 million			

Focus	Strategic objectives	Results	Target 2012	Actual 2012	differ- ence
	KRA 16: AFARD's capacity to initiate, coordinate, account for and learn from development programme improved	-Stakeholder satisfaction with and support for WENDI improved -WENDI transparency deepened among its stakeholders -Improved programming basing on lessons learnt			
	KRA 17: AFARD is financially sustainable	-Public image of AFARD improved -Reserve funds saved (UGX in million)	500	25	-475

Note: * indicates that the timing of MRAL tool management was before full harvest and sales of farm produce; ** is average for U5 and pregnant women and *** includes only data from Dei, Lokokura and JOYODI.

Evident from table 11 above is that some of the planned outcomes for 2012 were achieved. Eating 3 meals a day was stabilized and there were increases in HIV testing, delivery in health facilities, CEF support, and participation in LLG policy processes. However, many outcomes were not realized due to a number of factors. Too much rain increased malarial infection and collapse of pit latrines. Macro-economic instability and climate change grossly affected household (and community) economic stability (and gains). For instance, small businesses slowed down and prices for agricultural produce remained volatile but below breakeven levels. Mothers confessed that driven by economic hardship

to search for additional incomes they hardly held to the 2 years breastfeeding period for children. They end up introducing children to alternative (always solid) food early. Likewise, a number of students in secondary and post-secondary schools had to drop out of school as many parents were unable to meet the lump sum financial requirements. And many BoMs had to sell off their assets (especially livestock) in order to meet the ever increasing costs of living – food, school dues, education, and medical bills, among others.

6.3 The Outcomes' Attribution Question

In spite of the good achievements of the model home/village standards, the outcome attribution question is inevitable. Thus, internally we asked: From what sources are BoMs achieving their model

home aspirations?" The MRAL Tool for December 2012 asked this question to 6,007 BoMs (excluding JOYODI outreach) and Table 12 below presents a summary of the finding.

Table 12: Sources of achievement of outcomes

Aspiration Indicators	Current Status (%)	Sources (%)					Total
		WENDI Food Security	WENDI Group Loan Scheme	WENDI P4MA	Combination of WENDI sources	Non-WENDI sources	
Has saved UGX 1 million	14	94	1	1	3	1	100
Has mabati house	10	94	1	-	3	2	100
Has 3 or more cattle	22	93	1	-	3	1	100
Has a motor cycle	6	88	1	-	3	7	100
Has a bicycle	48	92	1	1	6	1	100
Has a radio	56	90	1	-	7	1	100
Has a mobile phone	42	92	1	-	3	1	100
Has a chair with cushion	23	92	1	1	5	1	100
Has bed with mattress	74	88	1	1	10	1	100
Has solar power	11	97	1	-	2	1	100

Evident from table 12 above are: First, the different WENDI programme supports are enabling BoM to achieve the goals they set for themselves. Second, in the achievement of these goals, BoMs are largely using food security (crop and livestock) component that they received from the onset of the programme. Third, the loan scheme is less effective in supporting productive asset acquisitions. Many women rightly noted that GLS helps with emergency funding. Fourth, the newly introduced P4MA has also not set a landmark in household asset acquisitions (given that the asset component is under design to link BoMs to big asset suppliers at low costs). Finally, it

is also evident that there is a dismal contamination of WENDI programme beneficiaries with other interventions. This is true because even LLGs consider these villages lucky and they tend to deny them access to other development programmes.

In sum, this finding reaffirms the focus of WENDI programme on diversified livelihood strategies as windows of opportunities within which the poor can navigate to achieve their aspirations. It also shows that food and economic security can be pursued as a mutually inclusive goal. Annex 4 shows the gender dimension of these changes.

7. Way Forward 2013+

The analysis above shows that WENDI programme is to a large extent on course towards the achievement of its planned goal. Many positive gains have been attained in almost all the thematic areas of the programme. However, a few challenges are inhibiting the scope and depth of these gains. These are highlighted below together with the plausible strategies for solving them from 2013 and beyond.

7.1 Key impediments and plausible strategies

Table 13 below shows the key drawbacks to the achievements of the model home/village standards and programme outcomes. It also proposes strategies to be pursued in improving performance:

Table 13: Challenges to and Strategies for WENDI Outcome Achievement

Theme	Challenges	Strategy
Food security	<ul style="list-style-type: none"> The inadequacy of family labor to fully utilize the vast redundant fertile land; 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; Vegetation degradation as more land is being opened for food and cash crops; Climate change has heightened household work burden in the second season; Theft is rampant of both crops in the garden and livestock (especially goats in Dei, Nyaravur, and Angaba); Stray animals especially goats and vermin continue to destroy food crops in Moyo and Yumbe; Slow uptake of energy saving stove; The TME24 cassava variety distributed in 2009 has succumbed to cassava brown steak disease (especially in Rhino camp, Obongi, and parts of Yumbe). 	<ul style="list-style-type: none"> Pilot a tractor hire scheme to reduce labour burden and cost; Employ a Veterinary doctor to lead livestock development component; Lobby BoMs and LLGs to adopt bylaws against stray animals and food theft; Multiply and sell improved cassava varieties to BoMs; Promote diet diversification through Biofortified orange sweet potato varieties, fruit farming, vegetable gardening, and consumption of soybeans; Pilot rainwater harvesting and community nurseries in dry areas; Promote social marketing of energy saving stoves designed to suit local needs; Strengthen the on-going partnership with CAES, AFRISA, and Abi ZARDI.

Theme	Challenges	Strategy
Economic security	<ul style="list-style-type: none"> • Very low loan uptake with huge unused fund exposed to numerous risks – fraud by leaders and insider lending; • Low loan repayment rate given business slow down; • Inaccessibility of GLS for P4MA; • Lack of trust among BoMs about produce bulking in favor of “cash and carry” trade; • Charity orientation of AFARD team and BoMs; • Limited capacity of PMCs to deliver a fair extension package to BoMs; • Gender mainstreaming remains an uphill task as many old BoMs misperceive of gender equality as robing male dividends; • Limited access to low cost assets; • Limited crop value chain that is constrained by monopoly buyers, unpredictable weather conditions, and increasing production costs (especially in Yumbe and Arua) 	<ul style="list-style-type: none"> • Promote savings of unused funds in formal banks other than SACCOs; • Use the services of court bailiffs to hasten recovery; • Establish farmer-to-farmer extension system at BO levels; • Review GLS to fund farming as a business • Strengthen the on-going partnership with CAES and AFRISA; • Expose BoMs to areas where bulk marketing has taken root and support and mentor BO investments; • Conduct gender trainings and dialogue; • Develop the asset component; • Diversify P4MA value chain.
Health security	<ul style="list-style-type: none"> • Lack of access to safe water for water scarce BOs; • High rate of collapse of pit latrines especially in the sandy unstable soil areas; • The cholera outbreak in Nebbi district exposed BoMs to the risk from non-compliant BoMs and non-BoMs; • The qualities of many sanitation facilities are poor; • Limited access to and awareness about biomedical services; • Some cultural practices encourage HIV/AIDS spread e.g. teenage sex, long overnight dowry celebrations, etc. • Many PLWA/OVCs are without care and support services; • Many women 15-49 years lack sexual and reproductive health awareness and services. 	<ul style="list-style-type: none"> • Provide boreholes to water scarce areas with mandatory user fees; • Explore better latrine technology for sandy areas; • Enact and enforce bylaws on community sanitation and risky cultural practices; • Support access to biomedical services – VCT, condoms and contraceptives; • Support CFHAs to deepen knowledge of prevention health approach; • Engage Post Test Club (PTC) in Prevention with Positives (PwP) • Mainstream SRH rights in WENDI programme; • Support the economic empowerment of OVCs and PLWA.

Theme	Challenges	Strategy
Education security	<ul style="list-style-type: none"> • Lack of better infrastructure in community schools – children study under trees, sitting on logs; • There are limited separate latrines and inadequate life skills support for girls; • Lack of awareness about and by-law on the protection of children's rights; • Progression from lower to upper primary is very low due to high dropout rate attributed to late enrolment; • High youth unemployment due to their dislike for farming; • Overflowing streams during rainy season affects regular attendance especially in Kisimua, Kuligamba, Oruku, Injanyangaku, Mungulonyo and Mungujakisa; • High cost of (post) secondary education; • Some education committees are not active in enforcing compulsory education participation. 	<ul style="list-style-type: none"> • Provide infrastructures in community schools; • Support guidance and counseling for girls; • Enact and enforce community education bylaws; • Provide vocational skills training for youths in marketable skills; • Lobby LLGs to construct bridges; • Train BO Education Committees on their roles; • Strengthen and expand community education fund (CEF) approach in all BOs; • Develop a model for community nursery education.
Good governance	<ul style="list-style-type: none"> • Limited awareness about BoMs' political rights in decentralized governance; • Inadequate political capabilities among BoMs to approach and engage their leaders; • LLG leaders have limited appreciation and skills to conduct participatory planning with the community. 	<ul style="list-style-type: none"> • Encourage BoMs to take up their political spaces in their LLG management; • Train LLG leaders in community planning skills; • Document cases of BOs benefiting from LLG support
Institutional development	<ul style="list-style-type: none"> • Many BOs are charity-minded. They have slow transition into business entities. Yet members' contribution fatigue has set in after 3 years of routine adherence; • Cases of fraud (e.g., undisclosed private use of BO funds, insider lending, connivance to distort information) are reported in some BOs; • Some LLGs (e.g., Lodonga, Zeu, and Akworo) have failed to support BOs recover their loans; • Elite capture due to high illiteracy levels. 	<ul style="list-style-type: none"> • Support each BO to invest in at least one viable business; • Strengthen prudent financial management and co-management; • Support legal apprehension of frauds in BOs; • Dialogue with non-supportive LLGs to support BO growth • Provide Functional Adult Literacy for adult BoMs.

Theme	Challenges	Strategy
AFARD sustainability	<ul style="list-style-type: none"> Transformation from a charity mindset to profit orientation of the market is slow especially among the FOs; Limited funding to invest in AFARD's 32 acres of land as well as to diversify into other prime business opportunities in the region Limited office space for Nebbi staff. 	<ul style="list-style-type: none"> Devolve the business wing into autonomous entity; Build a reserve fund; Complete AFARD HQ office block; Promote WENDI visibility and credibility; Pilot alternative profitable business investment opportunities

7.2 WENDI 2013 performance targets

From the above achievements, lessons and challenges, WENDI 2013 will focus on:

- Ensuring sustained food security from own seeds/planting materials and improved agronomic and livestock husbandry. Healthy feeding (diet diversification) will be achieved through the introduction of Biofortified orange sweet potato varieties and fruit farming, the promotion of vegetable gardening, and the integration of soybeans in the local diet. Meanwhile, climate change resilience building will focus on a pilot rainwater harvesting, a pilot re-vegetation and conservation of Olando community, and a pilot community nursery schemes. For effective technical skills, the ongoing partnership with CAES- (for soybean), AFRISA (for livestock), Abi ZARDI (for soil fertility) and ADI (for agroforestry) will be upheld.
- Strengthening P4MA so that households and groups increase their incomes and asset base. The revolving seed fund will be used to procure timely and quality seeds for on-sale to farmers. A pilot tractor system will also be initiated in 2 districts (Yumbe and Nebbi). Farmer-to-farmer extension system will be built in partnership with CAES and AFRISA. The warehouse under construction in Nebbi will also be completed and installed with a grain cleaning plant. Finally, the BO group loan schemes will be reviewed to make it suitable for farming as a business.
- Providing boreholes to water scarce groups. This will go hand in hand with user fees and village wide sanitation and hygiene promotion through village level by-laws. LLG leadership will be engaged to ensure that the gains in BO villages are replicated in other non-BO areas so that BoM susceptibility to infection from unsafe homes is reduced.
- Emphasising HIV/AIDS combination prevention approach together with community care and support for PLWA and OVCs. CHFAs will be guided to repackage their BCCE with due attention to ABCCD, PwP, and biomedical up-takes. Attempts will be made to target women 15-49 years with SRH issues.
- Community mobilisation for equal access to education for boys and girls. Infrastructure provision will target mainly nursery education. Village wide education bylaws will be formulated and enforced. Vocational skills training will also be piloted for a few youths who should become job creators.
- Citizenship building. BoMs will be supported to engage with their local governments. Meanwhile LLG leaders will be trained on what participatory planning entails under decentralized governance.
- Strengthening the institutional and organizational development of BOs. BOs will be supported to pilot strategic businesses in order to diversify their income sources. Rotational leadership and transparency and accountability will be emphasized.
- Building a visible gorta/AFARD with a distinguished model of excellence that can be shared with other partners in Uganda. Documentation of WENDI programme work will be key in marketing the programme design and results. And the participation of local government (district and sub counties) officials and AFARD Board in the programme will be enhanced.
- AFARD's sustainability will be addressed by investing in the existing 32 acre farmland and ensuring that P4MA is run profitably.

Table 14: WENDI 2013 Performance Target

Theme	Focus	Strategic objectives	Results	Target 2013
Food and income security	Food security	KRA 1: Access to sustainable and improved agro-technologies increased.	-Households able to eat 3 balanced meals a day	95%
			-Households using improved energy savings stoves	60%
		KRA 2: BO members secured improved farm marketing margins.	Households with UGX 1 million saved	60%
	Economic security	KRA 3: Knowledge and practice of better nutrition improved.	Households able to eat 3 balanced meals a day	95%
		KRA 4: Ability of BO members to engage in productive income generating activities enhanced.	-BOs with at least UGX 25 million	65%
		KRA 5: BO members enabled to save and loan themselves in a fraud free business oriented manner.	-Households with UGX 1 million saved	60%
Human development	Health security	KRA 6: Access to safe public water and sanitation points increased.	-BO members using safe water	95%
			-Water sources with functional Facility Management Committees	100%
		KRA 7: Utilization of safe water and sanitation chain management practices increased.	-BO members using mosquito nets	85%
			-BO member households with latrines	100%
			- BOM households with hand-washing facilities	95%
			-Rate of Malarial disease (in children)	15%
		KRA 8: Comprehensive knowledge and positive attitudes and practices regarding HIV/AIDS improved.	-BO members tested HIV status	90%
			-Community openly talk about HIV/AIDS	100%
			-women 19-49 years deliver in health facilities	95%
		KRA 9: Community care and support for PLWA and OVCs increased.	- Proportion of women breastfeeding for at least 2 years	60%
			-# of OVCs supported with education materials and remained in school	250
			-# of PLWA supported to access ART services	450
			-Community stigma for HIV positive people reduced	

Theme	Focus	Strategic objectives	Results	Target 2013
Human development	Education security	KRA 10: Educational participation of children increased.	Proportion of children enrolled in schools	100%
			Proportion of children retained in schools	95%
		KRA 11: Community ability to fund education of best performing children improved.	# of children supported by own villages/BOs under education fund	150
		KRA 12: Vocational skills for self-employment promoted among out of school youths.	-# youths trained in vocational skills self employed -# of additional jobs created by trained youths	100 50
Good governance	Good governance security	KRA 13: Women and local government leaders effectiveness to represent their constituency improved	-LLG leaders know their roles -LLG leaders perform their roles	85% 75%
		KRA 14: Local government responsiveness and accountability through community participation improved	-BoMs participate in LLG P+B processes -BOs received LLG project support	85% 25%
	Community security	KRA 15: BO organizational management competency and growth improved	-BOs at performance take-off stage (65-95%)	85%
			-BOs with prudent financial management	90%
			-BOs with at least UGX 25 million	65%
AFARD and BO sustainability		KRA 16: AFARD's capacity to initiate, coordinate, account for and learn from development programme improved	-Stakeholder satisfaction with and support for WENDI improved -WENDI transparency deepened among its stakeholders -Improved programming basing on lessons learnt	
		KRA 17: AFARD is financially sustainable	-Public image of AFARD improved -Reserve funds saved (UGX in million)	258

Note: This target is the revised version of that in the WENDI 2013 Plan basing on 2012 annual achievement and the investment portfolio of 2013.

Annex 1: Summary Needs Assessment Survey Report: Livestock Sector Development

Livestock serve many purposes in the livelihoods of rural communities in Africa namely: household source of income, investment, food, manure, draught power, raw materials, and bride price. These gains are crucial potential pathway out of poverty for rural producers and other actors along the marketing chain.

While AFARD delved into the provision of goats and poultry to farmers, over the years there was no significant increase in livestock population and incomes in the region. More so, there was no adoption of livestock production as a business.

The objectives of the assessment were therefore to: profile the livestock enterprises and their capacities in the AFARD operation areas; establish the constraints in livestock keeping; map out opportunities for livestock development in the areas; and propose market-oriented targeted interventions.

The assessment was predominantly qualitative. A descriptive, cross-sectional study was conducted in five districts of West Nile, namely; Arua, Moyo, Nebbi, Yumbe and Zombo. The interviewed study groups were purposively selected. Data was collected through focus group discussions, participant observations, transect drives, and key informant interviews and was analyzed using micro-analysis and descriptive statistical analysis techniques.

The livestock enterprises and their capacities - The main livestock enterprises in the region includes: cattle, goat, sheep, chicken, and apiary. Piggery and aquaculture remains limited: (i) The main enterprise for cattle was beef (from Small East African Zebu and Long horned Ankole cattle). Attempts to introduce exotic dairy cattle under zero grazing system were largely a total failure; (ii) Small ruminants (goats and sheep) of largely local breeds and a few improved breeds were the predominant enterprise raised through tethering at subsistence level; (iii) The chickens kept were mainly indigenous reared on free range system. Commercial farming of layers and broilers was mainly in the urban and peri-urban areas of Arua, Nebbi and Moyo districts; and (iv) In apiary both modern and traditional beehives are used

The constraints to livestock development included the gazetting of West Nile for crop production; land fragmentation; lack of stockiest (as day old chicks and feeds are procured from Kampala, modern bee hives remain inaccessible); livestock diseases; and attitudinal problems of community members that inhibit improved technology adoption.

The opportunities for livestock development: Opportunities exists for livestock development. There is ready market for all types of livestock and their products within the region and in DR Congo and South Sudan. Vast grazing land is readily available with significant cereal production. Cotton production together with silver fish and oyster shells and rice brans offers avenues for feed production.

Key recommendations: Transforming livestock farming into a business in West Nile region require: (i) a value chain analysis of the preferred livestock enterprises – goats, poultry, and apiary; and (ii) designing and executing a market-oriented approach using hands-on and enterprise-based skills development¹. In this way, each farmer will grow his/her farm and knowledge basing on relevant and demonstrated market niches.

Source: AFRISA (May 2012) Livestock Development Needs Assessment Report for West Nile Region. AFRISA/AFARD Partnership. Kampala

1. AFRISA has well developed entrepreneurial livestock skills training packages which include, among others, skills for commercial goat production; Poultry production; Milk production; Yoghurt production; Feeds production; Pasture preservation and storage technologies; Water harvesting technologies; Zoo-technics; and Community based animal health workers/Vet scouts.

Annex 2: Summary Needs Assessment Survey Report: Soya Beans Production and Utilization

The main objective of the study was to establish baseline information upon which a participatory action research agenda could be developed to enhance soybean productivity, consumption, marketing, and seed systems for increased household incomes and food security in West Nile region. It used both qualitative and quantitative information.

The study found out that: the seeds supplied to farmers were of poor quality containing mixed varieties. Moreover, the farmers used less seed rate. Many farmers did not know the varieties they grew (Maksoy 1N, Maksoy 2N and Namsoy 4M). Planting and weeding did not use the appropriate recommendations. Some households (28%) intercropped soybeans with other crops including cassava, beans, maize and groundnuts. Household used own labour and only 21% used hired labour. Many households harvested soybeans just before the best time: when pods turn brown (33%), when pods are dry (26%), when plant turns yellowish (21%), when leaves fall (14%) and when pods start shattering (5%). Thus, the average yield was generally very low although some few farmers had more than 800Kgs/acre. Inter-district yield differences was pronounced with yields in Yumbe more than double (314Kg/acre) that in Zombo (129 Kg/acre). Postharvest loss was also massive. Over 93% of the households sold some of their harvest especially to AFARD (48%), rural market (33%) or in their homes (19%). About 20% of the harvest was consumed at home and kept some for seed. There were mainly three ways of preparing soybeans before eating: roasting (93%), cooking as source (18%) and soy milk (11%) while the use of soybeans as paste and porridge was less prevalent.

The main field problems experienced included too much rains (62%), lack of hard surface for drying soybeans (9.8%) and theft (4.9%). Other problems observed were drought and poor soils. There were a few cases of pests and diseases especially beetles. In some group discussions in Zombo, farmers identified the problem of birds and caterpillars destroying cotyledons at the time of germination.

From the above, it is evident that: (i) Soybean is generally a new crop in West Nile region. Both the farmers and AFARD staff lacked the basic knowledge of the crop; (ii) Poor seed quality, inadequate practice of agronomy and low plant population per acres lowered yield greatly; (iii) Coupled with high farmer expectation, poor enterprise analysis, political interference, high transaction cost, and near monopoly market by Mt. Meru the price offered to the farmers raised discontent; (iv) Soybean use has been limited to toasting for accompaniment for taking tea excluding the many high potent nutrition value; and (v) Given the short shelf life of soybean, seed security remains a pertinent and long term problem in the region not only to AFARD and its farmers.

Thus, it was recommended that there is a huge need for a participatory economic analysis of the crop with farmers; farmer training in agronomy, post-harvest handling, marketing, and soybean use; and the establishment of a sustainable community seed system.

Source: Tukamuhabwa, P. and Obaa, B (August 2012) Improving Soybean Productivity through Participatory Action Research for increased Food Security and Incomes in West Nile Region. A report of a baseline study submitted to Agency for Accelerated Regional Development (AFARD) for conducting a participatory action research on enhancing soybean productivity, consumption, marketing and seed systems in West Nile.

Annex 3: BO Performance Status

Name of BOs	BO Growth Compliance score	BO model home score	Average score	Laggard <65%	Take-off 65-90%	Mature >90%
JOYODI	78%	NA	78%			
Pakwach Parish	83%	58%	70%			
Lokokura	94%	75%	85%			
Dei PTC	83%	57%	70%			
Panyimur Parish						
Anyengele	83%	60%	71%			
Kwerkabucan	94%	44%	69%			
Munquiakisa	67%	41%	54%			
Paila (Pangiethe)	83%	46%	64%			
Olando	72%	42%	57%			
Munduriema	94%	40%	67%			
Got-lembe	89%	53%	71%			
Pongo	78%	35%	56%			
Murusi Central	72%	45%	59%			
Siringmba	72%	50%	61%			
Nyaravur	72%	62%	67%			
Munqolonoyo	94%	61%	77%			
Kalowang	72%	52%	62%			
Paleo	67%	54%	60%			
Orussi (Oyiko)	78%	55%	67%			
Jupugetta	78%	60%	69%			
Cidu	67%	51%	59%			
Kubi Community	72%	57%	65%			
Pakadha	83%	21%	52%			
Oruku	83%	44%	63%			
Kuliqamba	83%	55%	69%			
Kaya	83%	42%	62%			
Congambe	100%	57%	79%			
Utimkisa	100%	63%	82%			
JODPAC	100%	64%	82%			
Menze	83%	55%	69%			
Papoga	100%	46%	73%			
Adhingi	94%	43%	69%			
Arii	83%	42%	62%			
Kango	94%	42%	68%			
Luku	89%	48%	68%			
Vurra	89%	43%	66%			
Angaba	94%	43%	68%			
Mawa	83%	58%	71%			
Nyapea Cana	94%	78%	86%			
Ombeniva	83%	50%	66%			
Ndara	83%	57%	70%			
Ledriya	83%	41%	62%			
Oyu	78%	41%	60%			
Pasumu	72%	72%	72%			
Aleiva	78%	52%	65%			
Asaroa	83%	47%	65%			
Bandili	83%	63%	73%			
Katanga	67%	47%	57%			
Ovuocaku	83%	53%	68%			
OATC						
Lodonga	72%	53%	63%			
Aupi	61%	58%	59%			
Aliamu	67%	65%	66%			
Matu	67%	55%	61%			
Okuvuru	72%	63%	67%			
Yiba	67%	66%	67%			
Naku	67%	60%	63%			
Odokibo	72%	51%	62%			
Caci	67%	52%	60%			
Atiminda	72%	63%	68%			
Aliodranyosi	72%	66%	69%			
Enjanyangaku	67%	61%	64%			
Alionyanya	78%	51%	65%			
Iyigobu	72%	64%	68%			
Yambura	67%	49%	58%			
Aupi Apo	67%	63%	65%			
Oriba	72%	45%	58%			
Kisimua	72%	52%	62%			
Modicha	67%	54%	61%			
Fatah	67%	48%	57%			
Omba	72%	57%	64%			
Maduga north	67%	43%	55%			
Maduga south	67%	42%	55%			
Liwa North	72%	32%	52%			
Lionga north	83%	45%	64%			
Lionga south	72%	40%	56%			
Odonga Central	67%	52%	59%			
Indilinga West	89%	39%	64%			
Drabiju	67%	41%	54%			
Mbale south	72%	44%	58%			
Abiriamajo	67%	60%	63%			
	78%	51%	64%	40	40	

Annex 4: Engendering P4MA among Married Couples in West Nile, Uganda



A family farming together
(Photo by Flavia Vuni)



Participatory produce selling
(Photo by Juma B. Bale)



Joint asset ownership
(Photo by Cwinyaai Wilfred)

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 while men whose efforts attract financial gains are enabled to buy assets that they eventually own (in disregard of the labor investment of their wives). Cumulatively, the master-serf relationship has been perpetuated. Married women have no voice on any family asset be they at their natal or marital homes. Besides, men excludes their wives in planning for the future of their families; wealth creation inclusive. Often, it is argued that “the future of families is the sole responsibility of men. Women can only support this process through their care roles.”

Such a gendered farming practice has over the years entrenched families in poverty. Many families have continued to miss out on the potential opportunities to walk out of poverty. Family labor and incomes are hardly pooled for a common cause; family livelihood security. Each family head struggle to achieve her/his interest – being a good wife with adequate food stock or able husband capable to fend for his family.

Catalyzing change in this “gendered family farming practice” was an area of concern for AFARD especially in its Production for the Market and Asset (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 acceptable to both men and women.

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. Evident from the analysis were the facts that societal assigned roles to women outweighs that for men. Women worked more than 10 hours a day mainly in activities that earn them limited incomes; the incomes they spend entirely on their family needs. Such skewed expenditure patterns in turn limits women’s ability to directly acquire asset. Thus, women “invest high labor and time but earn low cash and social status reward.” Men to the contrary spent more time on leisure yet their “low labor and limited time investment earns them high cash and social status rewards”. This situation was agreed upon as manifesting “family gender inequalities.” It was further noted as a cause and effect of poverty. Group members highlighted that lack of equity and equality in family wealth creation gives men false comfort that they have assets which their wives do not have. While women who feel cheated silently resist the gendered practice by withdrawing their labor into “low return activities” as many women echoed

that “why labor on a field when you are aware that in the end the man takes over everything?”

This awareness provoked the call for “Joint Family Planning for Wealth Creation Approach.” This approach targets a “prosperous family” able to achieve its “shared aspirations” overtime. In each farming season, a family has to set its asset target, pool its labor, share work between household members, use the proceeds of their labor as was agreed, and the family heads should “jointly own acquired assets as a husband and wife.” Married couples were also taken through economic goal-based planning and dialogue induction

The results:

Table 14 below shows the changes in asset holding. Discussions with BoMs in December 2012 revealed that some changes are emerging. The GBA empowered women to start demanding for fair engagements in their households. To men, it highlighted how they have for long managed their families with greed. A number of women pointed out that the exercise has made their husbands to consider their voices and needs during the planning stage. Fundamentally, for the first time it brought husbands and wives together as a family to dialogue on the future of their homes. Joint decisions were made on which crops to grow, in what land size, and for what purpose. This Mrs. Ajiku pointed never existed before because men were in charge of the welfare of their families and women only supported the process as good wives.

Labour pooling has started to take root. Men willfully opened land and shared labor on the fields. Men who use not to weed crops actively weeded. Meanwhile, women also took up the task to spray the fields with organic pesticides as a help to their husbands. Come harvest and sales time, for the first time ever men worked together with their wives contrary to when they would wait for produce in stores and supervise sales in order to receive the payment. Men also carried produce to the group collection points.

The proceeds from the family farms have also been invested according to the initial family plans, noted the women during review meetings. It is in a few cases that the men changed their plans from the original ones. Even then, they had to negotiate with their wives on the values of new plans.

Where the men turned autocratic, women devised strategic approaches of “doing it solo.” Some women pointed out that “with the desire to have assets for their future security, they have opted to secretly buy assets and keep them under the names of their brothers or parents in their natal homes.” Others are opting for “asset ownership in the names of their sons.”

Table 15: Asset ownership status

Aspiration Indicators	Current Status (%)	Ownership status (%)			
		Husband	Wife	Jointly	Children
Has saved UGX 1 million	14	66	13	21	1
Has mabati house	10	45	6	49	1
Has 3 or more cattle	22	58	9	31	2
Has 10 or more goats	39	28	25	39	9
Has 25 or more birds	29	22	24	45	10
Has a motor cycle	6	70	6	22	2
Has a bicycle	48	55	26	17	2
Has a chair with cushion	23	28	11	60	1
Has bed with mattress	74	66	6	24	4
Has solar power	11	60	12	27	1



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 are always jittery about gender equality that they see as external intrusion to rob their dividends. Once the buy-in of men is secured, it takes limited effort to see change in the societal positions of women and men. Finally, evident from the case is also that change in gender equality is not necessarily a function of gender mainstreaming (securing gender sensitive policies and plans, and accountability systems). Community dialogue based on contextual practices is one missed strategy that can bring about gender equality in our world.







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