



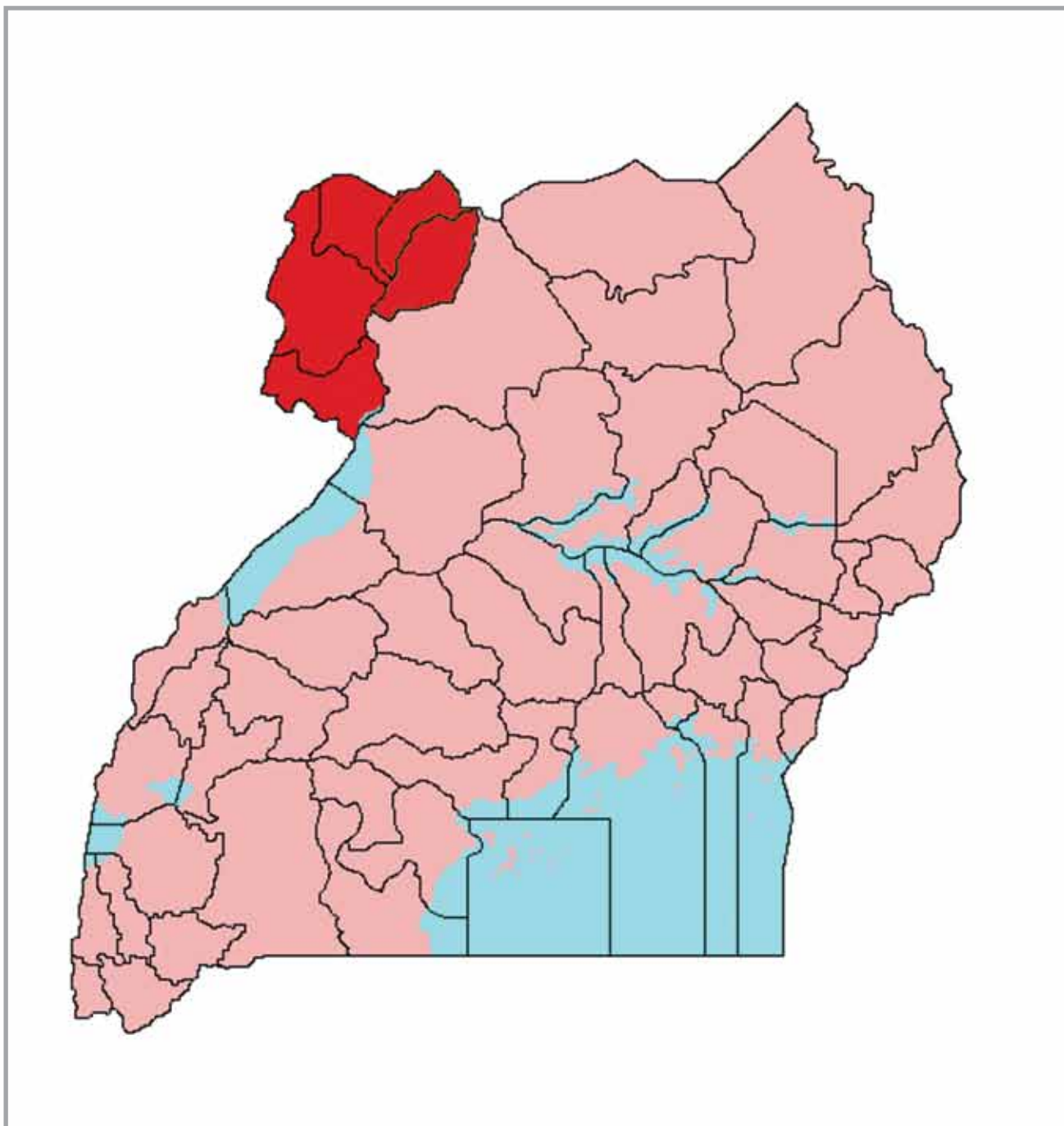
AFARD

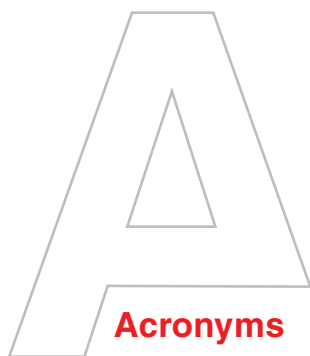
Strategic Plan
2015 - 2019

Building Inclusive and Resilient Livelihoods

December 2014

Map of Uganda with West Nile Region highlighted in red





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
ART	Anti Retro Viral Treatment
BCCE	Behaviour Change Communication and Education
BO	Beneficiary Organisation
BoM	Beneficiary Organisation Members
CAES	College of Agricultural and Environmental Sciences
CEF	Community Education Fund
CHFA	Community Health Frontline Advisor
DMO	District Medical Office(r)
DWO	District Water Office(r)
GIT	Gastro Intestinal Tract Infection
GLS	Group Loan Scheme
HIV	Human Immunodeficiency Virus
IGA	Income Generating Activity
KM	Kilometre
LCs	Local (Village) Council
LLG	Lower Local Government
MARP	Most at Risk Population
M&E	Monitoring and Evaluation
NDP	National Development Plan
NGO	Non-governmental Organisation
OVC	Orphans and Vulnerable Children
P4MA	Production for the Market and Assets
PLWA	Persons Living with HIV/AIDS
POCA	Participatory Organisational Capacity Assessment
PTC	Post Test Club
PwP	Prevention with Positives
RTI	Respiratory Track Infection
SMC	Safe Male Circumcision
UGX	Ugandan Shilling
VCT	Voluntary Counselling and Testing



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Foreword

Over the last 13 years the Agency for Accelerated Regional Development (AFARD) has focused on capacity building for sustainable livelihoods across five of the eight West Nile Region's districts. With offices in Nebbi, Yumbe, and Rhino Camp, AFARD has strengthened its partnerships with local governments, private sector, and academic institutions, and deepened its impacts, experiences, accountability, and learning from results-based management.



Rt. Rev. Dr. Ocan Sabino Odoki
Chair, Board of Directors



Dr. Orach Samuel
Founder Members Representative



Dr. Alfred Lakwo
Executive Director

Today, the development needs of the West Nile region are overwhelming; few villages receive public services, and the few non-governmental and private sector organisations are at nascent growth stages. Thus, about half of the total population live in extreme poverty without aspiration for a better future.

Through this 5-year strategic plan, AFARD strives to actualize its vision of “a prosperous, healthy and informed people of West Nile” through its goal to “contribute to the socioeconomic transformation of 150,000 vulnerable and marginalised people for inclusive and resilient livelihoods.” The focus of the goal will be first, to mainstream children, youth, women and Persons Living with HIV/AIDS into the regional development processes. Second, to ensure that the development gains attained can ably secure beneficiary livelihoods against shocks and stresses. Therefore, to achieve this goal, AFARD will pursue six strategic pillars, namely:

- **Pillar 1: Climate-smart and nutrition-sensitive agriculture** to secure food and nutrition security for 95% of targeted vulnerable households;
- **Pillar 2: Economic empowerment and asset building** to lift 65% of targeted women and youth out of extreme poverty;
- **Pillar 3: Human capital building** to enhance labour productivity through a 75% reduction in the malaria and gastro-intestinal infection rates and a 15% increase in literacy rates;
- **Pillar 4: Community-led advocacy** by partner community organisations to ensure responsive and accountable local governance in at least 20 lower local governments;
- **Pillar 5: Community group strengthening** to ensure each group has ≥UGX 35 in million group loan scheme; and
- **Pillar 6: Organisational growth and sustainability** to strengthen AFARD's operational and financial capacity to co-fund 25% of its annual budget and build a UGX 500 million reserve fund.

Overall, AFARD will spend UGX 19.8 billion to reach out to 150, 000 people drawn from the households of 857 self-help groups, in Nebbi, Zombo, Arua, Yumbe and Moyo Districts. About 75% of this fund will be generated from grants and donations while beneficiary households and AFARD will co-fund 25% of the budget. Multi-stakeholder engagement will ensure performance tracking, learning and accountability. The Board of Directors therefore calls upon donors, government and the private sector to support this Strategic Plan aimed at transforming the West Nile Region. The time is Now!



About AFARD

The Agency For Accelerated Regional Development (AFARD) is a Ugandan not-for-profit, non-denominational, non-governmental organisation (NGO) formed in July 2000. Its primary focus is to empower poor and marginalized communities to actively confront their multiple, interlocking drivers of poverty. AFARD is a member of the Uganda National NGO Forum; the Participatory Ecological Land Use and Management – Uganda Chapter (PELUM); the Uganda Water and Sanitation NGO Network (UWASNET); the Uganda National AIDS Services Organisations (UNASO); the District NGO Forums in Nebbi, Yumbe and Moyo Districts; and the Nebbi AIDS Services Organisation Network (NASON). AFARD also secured the National NGO Quality Assurance Mechanisms (QuAM) Certificate.

Over the last 13 years, through its vision of “a prosperous, healthy, and informed people of West Nile,” AFARD has tested its approaches for promoting endogenous development. In so doing, AFARD has learnt a few important lessons that have informed the development of this new 5-year Strategic Plan, including:

- A complex web of behavioural and structural factors have trapped poor people in extreme poverty. Yet, when they are empowered in groups to lead their own development processes (with a combination of technical, managerial and business skills enhancement and critical start-up inputs), they meaningfully commit toward working for and achieving a better life.
- Poor people aspire for holistic socioeconomic development contrary to top-down and narrow project thinking that focuses on addressing one issue at a time.
- Multi-stakeholder engagement is inevitable – and critical – in building public-private-academic-civil society-community partnerships and leveraging innovations from science, business and policies for pro-poor actions, learning and accountability.
- Targeting beneficiaries by specific social categories (e.g. women, youth, PLWA, etc.), rather than by sectors (e.g. agriculture, health, etc.) yields sustainable impacts as different target groups respond differently to development interventions.
- Donor funding is not always dependable. Building financial sustainability is inevitable for local organisations to deliver sustainable services.

Applying these lessons, this Strategic Plan aims at furthering AFARD’s vision for the region through a community-led approach that builds sustainable local institutions able to stimulate multi-stakeholder action, learning and accountability. The plan will focus on building active citizens with a productive labour force (healthy, literate and skilled) able to secure food and nutrition, asset wealth and responsive and accountable local governance.

The Development Context

Global Poverty Amidst Opulence

Since 1990, global development has spurred improved life expectancy, increased incomes and more literate people. The 2015 Millennium Development Report indicated that the global US\$ 1.25 poverty headcount stands at 24%; 89% of people access safe water; the school enrolment gender parity index stands at 97; malaria incidence has reduced by 17%; and 6.5 million people are on antiretroviral therapy for HIV and AIDS.¹

However, globalisation has also left many people behind especially youth and women living in Africa,² especially in rural areas and in households headed by uneducated, unemployed farmers, many of who are ethnic minorities.³ There are: 1.2 billion poor people living on US\$1.25 a day; 850 million people living in hunger; 2.5 billion people without access to improved sanitation; 122 million illiterate 15-24 year olds; 216 million people suffering from malaria; and 2.7 million annual new HIV infections.⁴ Besides, there is wealth inequality. A UN panel of experts found that the world's 1.2 billion poor people only consume 1% of global goods and services, while the richest 1 billion consume 72%.⁵

Poverty head count is **24%**

Access to safe water is **89%**

School enrolment gender parity index is **97%**



- 1 United Nations (2013) *A New Global Partnership: Eradicate Poverty and Transform Economies Through Sustainable Development. The Report of the High-level Panel of Eminent Persons on the Post-2015 Development Agenda*. UN: New York.
- 2 ODI and Danida (2012) *Inclusive and Sustainable Development: Challenges, Opportunities, Policies and Partnerships. Two Challenge Papers by Andrew Norton and Andrew Rogerson Prepared for the International High Level Conference to Mark DANIDA's 50th Anniversary: "Development Policy in a Changing World*. London: ODI.
- 3 Sumner, A. (2013) "Who Are The Poor? New Regional Estimates of the Composition of Education and Health 'Poverty' by Spatial and Social Inequalities." Working Paper 378. London: ODI
- 4 United Nations (2012) *The Millennium Development Goals Report 2012*. New York: UN.
- 5 United Nations (2013) *The 2013 Report of the High-level Panel of Eminent Persons on the Post-2015 Development Agenda targets the eradication of extreme poverty from the face of the earth by 2030*.

Poverty head count **20%**

Life expectancy **54** years

Adult literacy rate **73%**



Uganda's Unequal Development

Uganda has benefited from the impressive global economic growth as its composite human development index increased from 0.306 in 1990 to 0.456 in 2012;⁶ poverty headcount declined from 56% in 1992 to 22% in 2012; and today about 33% of the total population is considered middle class.⁷ Literacy rates stand at 73% and life expectancy is 54 years. Nationally, 57% of people live within 5km of a health centre.⁸

However, economic inequalities reign too. About 96% of poor people live in rural areas and poverty incidence is highest among subsistence crop-agricultural households.⁹ About 10% of households across the country are trapped in chronic poverty, especially in rural areas (94%) and in northern Uganda (49%).¹⁰ Many families cannot afford a decent meal or access basic services (health care and education). Malnutrition accounts for 40% of all child deaths and 70% of child anaemia prevalence.¹¹ The quality of education is extremely low as many pupils hardly perform well in subjects one level below their enrolled classes.¹² Only 39% of pregnant women deliver in health facilities and malaria remains the leading cause of morbidity and mortality. HIV/AIDS infections have surged from 6.4% to 7.3% in 2012; especially among young, employed and married adults.¹³

6 UNDP (2013) *Africa Human Development Report 2013: The Rise of the South: Human Progress in a Diverse World*. New York.

7 MoFPED (2012) *Poverty Status Report: Poverty Reduction and the National Development Process. Reducing Vulnerability, Equalising Opportunities and Transforming Livelihoods*. Economic Development Policy and Research Department.

8 UBOS (2012) *Statistical Abstract*. Kampala.

9 Kappel, R., Lay, J., and Steiner, S. (2005) "Uganda: No More Pro-poor Growth? *Development Policy Review*. 23(1): 27-53.

10 Ssewanyana, S. and Kasirye, I. (2012) *Poverty and Inequality Dynamics in Uganda: Insights from the Uganda National Panel Surveys 2005/6 and 2009/10*. Research Series No. 92. EPRC: Kampala.

11 Shively, G., and Hao, J. (2012) *A Review of Agriculture, Food Security, and Human Nutrition Issues in Uganda*. Purdue University.

12 UWEZO Uganda (2011) *Are Our Children Learning? Annual Learning Assessment Report. Summary and Key Findings*. Kampala: UWEZO.

13 UBOS (2012) *Statistical Abstract*. Kampala.

West Nile:

The Development Laggard

The West Nile Region is bordered to the north by South Sudan, to the west by Democratic Republic of Congo, to the east by Acholi Sub-region (Amuru and Nwoya Districts) and by Buliisa District in the south. Administratively, it is composed of the eight district local governments of Nebbi, Zombo, Arua, Koboko, Maracha, Yumbe, Moyo and Adjumani, which together have a projected total population of 4 million people who are predominantly rural (90%), female (51%) and youth (65%). Overall, the region is way behind the average national development outcomes, as 46% of households live below \$1.25 per day.¹⁴ Life expectancy is only 46 years and adult literacy rates is a dismal 59%. Only one in ten people earn from waged employment as 81% of the households live on subsistence farming. The **2012 Poverty Status Report** showed that in West Nile only 14% of the people are classified as middle class.¹⁵

This development inequalities between West Nile and the rest of Uganda emanate from a long history dating back to colonial economic zoning.¹⁶ and the 27 year long (1979-2006) military insurgencies – including the Liberation War, Uganda National Rescue Front, West Nile Bank Front, Uganda National Rescue Front II and the Lord's Resistance Army. In the 5-year Strategic Plan, AFARD seeks to catalyse change required for meaningfully transformation of West Nile's social and economic development.¹⁷

Poverty head count is	46%
Life expectancy is	46 yrs
Adult literacy rate is	59%



¹⁴ Lakwo, A. (2014) *Trends in Asset Poverty in West Nile* shows that 98.7% of rural households in West Nile are asset poor.

¹⁵ MoFPED (2012) *Poverty Status Report: Poverty Reduction and the National Development Process. Reducing Vulnerability, Equalising Opportunities and Transforming Livelihoods*. Economic Development Policy and Research Department.

UBOS (2012) *Statistical Abstract*. Kampala.

¹⁶ Nyangabyaki, B. (2000) *The Limits of Agricultural Reforms in Contemporary Uganda*. Uppsala: The Nordic Africa Institute.

¹⁷ Martin, E., Petty, C., and Acidri, J. (2009) *Livelihoods in Crisis: A Longitudinal Study in Pader, Uganda*. HPG Working Paper. London: ODI.

Who Is Affected Most?

The rural households face enormous livelihood insecurities as can be seen from a study conducted by AFARD in Erussi-Ndhew sub counties. By use of the international Bristol multidimensional approach to measuring child deprivation that is anchored on the Convention on the Rights of the Child, child poverty was analysed for children deprived in two or more dimensions that can adversely affect their wellbeing and development, namely: (i) Nutrition; (ii) Water; (iii) Sanitation; (iv) Health; (v) Shelter; (vi) Education; and (vii) Information. Meanwhile, the poverty of youth, women, and the elderly was assessed using asset poverty measurement approach given that assets are stock of wealth, drivers of current and future consumption, and are means for absorbing livelihood shocks.

As can be seen from figure 1 below, almost all the vulnerable social groups live in extreme poverty. It is evident that the poverty status rises with age; lowest for children and highest for the elderly. These variations are because:

- Many parents, especially mothers struggle to offer all they have for their children;
- Many youth, including the married, are underemployed in informal jobs;

- Many mothers are the breadwinners struggling to secure food and income but without help and;
- Many elder people lack any pension scheme and social protection support.

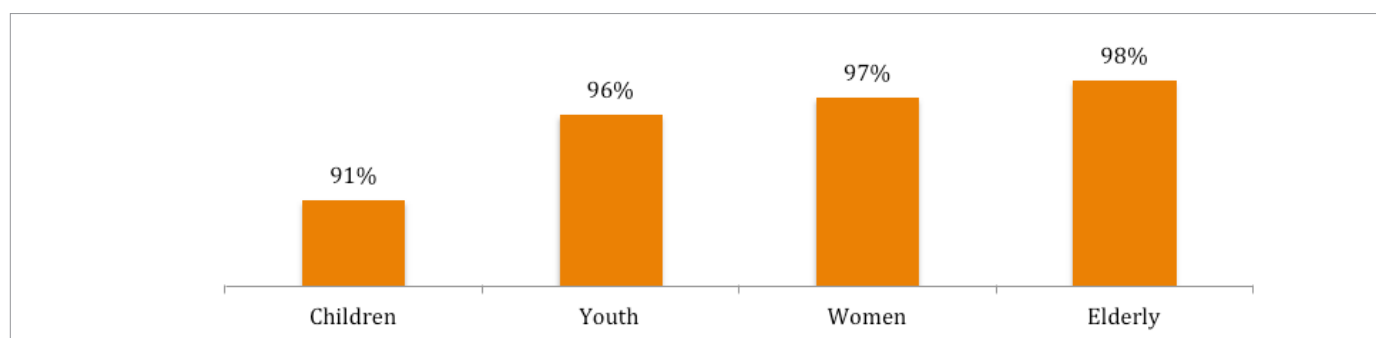
Priority Development Constraints

The planning process for this Strategic Plan was based on multi-stakeholder consultations involving AFARD's Board of Directors, technical staff, local government leaders, sector experts, donors, private sector organisations, academic institutions and beneficiary communities. Additionally, AFARD's recent external evaluations and other study missions in the region informed the Strategic Direction.

The central message stemming from these dialogues was that the rural livelihoods of West Nilers are insecure and non-resilient to shocks and stresses. Many households live hand-to-mouth, focused only on their basic daily survival. In this scenario, "the future" is too distant to think about or plan for. Lacking savings in terms of cash or assets and largely unable to afford basic needs or even their children's education, the majority of families in West Nile have lost the locus of control over their own lives. Equally, they have lost hope in what they can do to change their current status.

The multiple, critical drivers for these lost aspirations are both behavioural and structural; they are also synergistically linked. Consequently AFARD will, over the next 5 years, focus its programming on responding to the following priority causes of livelihood insecurity: 1) food and nutrition insecurity; 2) economic insecurity; 3) youth unemployment; 4) limited human capital base; 5) political exclusion; and 5) climate change. Each of these priority areas is explained below.

Figure 1: Household poverty status (%)



Yield gap is **85%**

Post harvest losses is **35%**

Food insecure households are **50%**



Food and Nutrition Insecurity

Close to 20% of households in the region eat only one meal a day.¹⁸ Often, these meals are not diversified and do not reflect a nutritiously balanced diet. According to the 2011 Global Hunger Index, many households fall below the depth of hunger (a minimum of 240 kCal per day). Micronutrient deficiency, especially of riboflavin, Vitamin A and B12 is pronounced. The prevalence of child anaemia in West Nile is extremely high at 70%, while 40% of children under five are stunted.¹⁹ In a recent study sponsored by UNICEF, 56% of the households in Nebbi District were ranked as having a moderate to severe hunger status.²⁰ The primary reasons for this dire food and nutrition insecurity include:

- i. Low household on-farm productivity: Subsistence farming focuses on local crop varieties and livestock breeds on small land sizes using traditional agro-technologies. This is worsened by the devastating affects of pest and diseases and high post-harvest losses (averaging 35%).
- ii. Limited food purchasing power: Many farming households have an extremely low surplus harvest to sell. Moreover, they do not practice farming as a business to increase their income, nor do they engage in profitable microenterprises due to lack of skills and financial exclusion.²¹
- iii. Inadequate knowledge and skills to promote safe nutrition: Although a number of local nutritious foods are available, there is an embedded, ill-informed attitude among many people that good nutrition is strictly about eating only meat, milk and eggs. This ignorance has curtailed the ability of households to diversify their meals into balance diet with enough vegetables and fruit.
- iv. Adverse climate change: Rainfall patterns in the region have changed from an average of two rainy seasons per year to only one reliable season per annum. Drought, floods and water logging have cumulatively led to low harvests, high post-harvest losses and high incidences of pests and diseases.
- v. Limited political participation: Grassroots communities have limited political capabilities to engage in local government planning and monitoring processes.²² As a result, they are excluded from local government plans, budgets²³ and programmes that could otherwise improve their access to improved agro-technologies.

¹⁸ UBOS (2012) *op cit*.

¹⁹ Shively, G., and Hao, J. (2012) *A Review of Agriculture, Food Security, and Human Nutrition Issues in Uganda*. Purdue University.

²⁰ UNICEF – Uganda (2013) *Health, Nutrition and Food Security Assessment in Ibanda, Kabale, Kanungu, Nebbi & Pader*

²¹ MoFPED (February 2008) *The Potentials and Problems of Small scale enterprises in Uganda*. PMAU Briefing Paper 7. Kampala

²² Lakwo, A. and Cwinya-ai, W. (May 2009) *Women's Civic Engagement in Nebbi and Yumbe Districts: A Baseline Study*. AFARD.

²³ Moran, G., Namusobya, S., and Kakande, J. (July 2013) *Baseline Study on Democracy, Justice, Human Rights and Accountability in Uganda. Summary of Main Findings and Recommendations*. DGF: Kampala

Households with microenterprises are **36%**
 Financial inclusion is **14%**
 Average monthly income is **UGX 141,400**



High Economic Insecurity

Nearly half of all the households in West Nile are poor and without adequate economic means to secure their livelihoods. Chronic poverty levels are high at 26%.²⁴ Income levels in the region are exceptionally low; the 2009/10 National Household Survey estimated that the average monthly income in northern Uganda was UGX 141,400 – far less than the national average of UGX 303,700; per capita consumption was a dismal UGX 25,750 in West Nile.²⁵ Household assets that can be converted into cash to provide security against contingencies and secure a household's wellbeing are limited in number.²⁶ Few homes have livestock and other productive assets.²⁷ A study conducted in 2009/10 showed that many households did not have any: cash savings (73%), access to credit (86%) or physical assets (9%). Only 32% of the households surveyed had a total net worth able to support their monthly consumption and expenditure needs. This means that, should a season of farming fail, many households will starve to death, while others will be pushed further below the extreme poverty line.

The region's economic insecurity is mainly fuelled by extremely low returns on subsistence farming and inadequate knowledge and skills among farming families to diversify into profitable microenterprises. The few low-risk income generating activities²⁸ that do exist are characterised by low volume, product duplications, seasonality, poor branding – and above all – very low profit margins. This limited opportunity to diversify livelihood strategies has, in part, been heightened by a lack of managerial skills and inaccessibility to financial services.²⁹

²⁴ DRT and Chronic Poverty Research Center (October 2013). *Second Chronic Poverty Report - Uganda. Is Anybody Listening?* Kampala

²⁵ UBOS (2012) *op cit*.

²⁶ Beverly, S., Sherraden, M., Zhan, M., Shanks, T.R.W., Nam, Y., and Cramer, R. (2008). *Determinants of Asset Building*. Washington, DC: The Urban Institute, Center for Social Development, and The New American Foundation.

²⁷ UBOS (2009) *Uganda Livestock Census 2008*. Kampala.

²⁸ MoFPED (2008) 'Enhancing Competitiveness of Micro, Small and Medium Enterprises (MSMEs) in Uganda', Discussion Paper 15. Kampala.

²⁹ MoFPED (February 2008) *The Potentials and Problems of Small Scale Enterprises in Uganda*. PMAU Briefing Paper 7. Kampala

Youth Unemployment

Youth constitute the majority of the population in the region. For every seven people in an average household at least three are youth. But, these youth are largely economically redundant consumers who are mainly unproductive to their household economy. The majority of youth are illiterate (30%), Many are self-employed (96%), especially in subsistence agriculture, which has failed to graduate the majority of farming families out of poverty. The few youth working in the formal sector earn dismal average monthly wages of around UGX 48,500.³⁰ While the 27-year long political turbulence in West Nile played a role in generating this outcome,³¹ the 2011 Uganda YouthMap Study attributes this situation to the mismatch of education to labour market needs³² and a very small formal labour market. A study estimated that it would take one generation before the majority of the Ugandan labour force can have a non-farm waged salary job.³³ Countrywide, while 800,000 people annually enter the labour market, the net job creation is a meagre 10%³⁴ and is skewed in favour of employment in central Uganda rather than the northern regions.³⁵ Youth also lack business and financial management skills³⁶ as well as marketable vocational skills.³⁷ To date, the Youth Venture Fund established by

Youth employed in informal sector is **60%**
 Youth average monthly income is **UGX 48,500**
 Youth asset poverty is **96%**

the government has remained inaccessible to most rural youth, like many other government programmes, including Northern Uganda Social Action Fund (NUSAF), National Agricultural Advisory Services (NAADS) and Community Driven Development (CDD). Furthermore, the government's policy *Skilling Uganda* remains inaccessible for the majority of rural youth, as most training institutions are in urban areas, enrol only youth with an O level education and are far too expensive for most youth to afford.³⁸

³⁸ Ministry of Education and Sports, World Bank and BTC Uganda (2011) *BTJET Delivery, Technical Annex of the BTJET Sub-sector Analysis*. Kampala

³⁰ UBOS (2011) *Uganda National Household Survey 2009/10*. Kampala

³¹ Martin, E., Petty, C., and Acidri, J. (2009) *Livelihoods in Crisis: A Longitudinal Study in Pader, Uganda*. HPG Working Paper. London: ODI.

³² International Youth Foundation (2011) *YouthMap Uganda: Navigating Challenges. Charting Hope. A Cross-sector*

Situation Analysis on Youth in Uganda. Executive Version.

³³ Fox, L., and Sohnesen, T.P. (2012) "Household Enterprises in Sub-Saharan Africa. Why They Matter for Growth, Jobs and Livelihoods." *Policy Research Working Paper 6184*. Washington, DC: The World Bank.

³⁴ MoES (2011) *Skilling Uganda – Strategic Plan 2011-20*. Kampala.

³⁵ MoFPED (2013) *Millennium Development Goals Report for Uganda 2013. Special Theme: Drivers of MDG Progress in Uganda and Implications for the Post-2015 Development Agenda*. Kampala: MoFPED.

³⁶ MoFPED (February 2008) *The Potentials and Problems of Small scale enterprises in Uganda*. PMAU Briefing Paper 7. Kampala

³⁷ Ministry of Education and Sports, World Bank and BTC Uganda (2011) *BTJET Delivery, Technical Annex of the BTJET Sub-sector Analysis*. Kampala



Access to safe water is **56%**

Use of pit latrine with hand washing facilities **33%**

MARP exhibit HIV/AIDS infection rate **12%**

Children who attend a pre-primary educations **%**

Limited Human Capital Base

Labour productivity in the West Nile Region is extremely low, as the majority of people are illiterate and lack the required skills to join the labour market. Those that are productive are limited in their outputs, in part by the region's high disease burden from otherwise preventable causes. Over 85% of the diseases presented at health facilities are attributed to malaria, gastro intestinal infections and HIV/AIDS. Malaria infections cost about eight lost days of work and an income loss of close to US \$8 per month, per person, per episode. Diarrhoea, common in children under five, and the growing HIV/AIDS rate further compound the disease burden.

Moreover, the intrinsic value of education in advancing individual transformation and societal economic and social development remains a distant goal. Many poor families are not benefiting from the government's universal primary and secondary education policies. The exorbitant non-tuition costs, coupled with large family sizes and lack of accessible schools, deter many families from sending their children to school. Girls and OVC most notably suffer this discrimination. In addition to low enrolment rates, early drop out and engagement in vulnerable employment are common, causing multiple generations to live trapped in poverty. Even when children do go to school, their learning is limited due to poor education and facility quality and a lack of effective instructional methods.



Political Exclusion

While decentralization aims at bringing services closer to the people, it requires participatory governance. Citizens must be able to demand for services and leaders are expected to be responsive and accountable to their electorates. However, in reality most government officials do not serve the best interests of their electorates. Instead, they restrict the political space for people to effectively engage in local government planning, budgeting and monitoring processes.³⁹ This is compounded by a general lack of knowledge about roles and responsibilities among leaders⁴⁰ and limited possession of basic civic engagement skills.⁴¹ As a result, local government plans and budgets are not made with the people they should serve. Neither are the plans and budgets known by the people, nor are they gender and youth responsive. Government institutions are thus not accountable to the public. Meanwhile, grassroots communities have lost trust in local government as many people believe “government is for government servants” – a complacency that breeds impunity and abuse of public resources.

A 2013 Democratic Governance Facility study found out that in West Nile: 1) only 67% of people had heard of the constitution, while 25% reported they did not know what the constitution is; 2) 72% of people had heard of the concept of ‘human rights’, but only 25% and 7% of people could define it as the rights we all have or rights that cannot be taken away from us, respectively; and 3) while only 30% of people were aware of their local government’s development plan, 51% did not know what to do if their local government failed to implement the plan.⁴² This study pointed out that the majority of West Nilers believed their local governments were not

Participation in planning meetings is **39%**

Awareness of local government projects **30%**

Household benefiting from local government projects is **59%**



doing enough to provide primary schools (45%), health centres (57%), piped water systems (82%) and sewerage or sanitation systems (92%) for local communities. They rightly claimed that health and education facilities were dilapidated, constantly out of supplies and absent staff.⁴³

39 Lakwo, A., Ocaya, A.J., Odongo, H.J., & Cwinyai, W. (May 2006). *Assessing the participation of grassroots women in decentralized development planning processes in Nebbi district local government*. AFARD and Action Aid International Uganda-Nebbi Development Initiative.

40 Ocaya, A.J., Odongo, H.J., & Cwinyai, W. (May 2006). *Report on Training Needs Assessment of Women Council in Nebbi District Local Government*. AFARD and EC-CSO CBP. (See publication in www.afard.net)

41 Lakwo, A. and Cwinyai, W. (May 2009) *Women's Civic Engagement in Nebbi and Yumbe Districts: A Baseline Study*. AFARD.

42 Moran, G., Namusobya, S., and Kakande, J. (July 2013) *Baseline Study on Democracy, Justice, Human Rights and Accountability in Uganda. Summary of Main Findings and Recommendations*. DGF: Kampala

43 UBOS (2011) *Uganda National Household Survey 2009/10*. Kampala.

Households exposed to climate shocks **85%**
Households lacking productive assets **80%**
Household participating in a financial insurance scheme **0%**



Adverse Climate Change

Risks (idiosyncratic to a household or covariate to a community) reduce current and future welfare security because shocks and stresses threaten people's ability to assure their livelihoods. Rainfall patterns in the West Nile Region have changed from two reliable annual rainy seasons into one unpredictable rainy season prone to drought, floods and water logging. In addition to poor harvests, farmers suffer from post-harvest losses, low traditional seed quality and high incidences of crop and livestock pests and diseases. Yet, there is low level of awareness, preparedness and capacity among households and communities to handle the changing weather patterns.

A study conducted in 2009/10 showed that 85.5% of households in West Nile were exposed to climate shocks, most significantly from floods and drought (33%). The main response strategies households adopted to respond to the effects of adverse weather conditions (which resulted in loss of income from agriculture) included intensive farming (26%), sale of assets (23%) and sale of labour (21%). Migration and external support were minimally effective in helping the region cope with shocks. Today, smallholder farmers are compelled to grow both food and cash crops simultaneously to both feed their families and earn an income, a stress that has greatly increased the labour burden of women, who are the primary providers of farm labour in the household. Women also walk long distances in search of wood and water for the household's daily needs, as well as grass for thatching the roofs of houses. Climate change (coupled with population growth) has affected the availability of these resources, causing women to spend long periods of time in search of these necessities.

Low Social Capital and Self-help Drive

Rampant poverty has caused the majority of poor households to focus on basic survival, rather than long-term planning and development. Struggling to provide daily food, many households have stopped leveraging traditional community group approaches to pool their knowledge, skills and resources to mitigate risks and secure their livelihoods. Many villages therefore have no community-based organisations (CBOs). The few existing CBOs mainly exhibit opportunistic tendencies in implementing development programmes, as many were formed purely to receive donor or government project monies. These groups have weak leadership and are inactive and lack a self-help drive. They are also not well supported by their local government community services department. Many of them are also marred by corruption and resource mismanagement, often perpetuated by the few educated members of the group. Some have also been used as conduits for government programmes that instead benefit government officials, rather than community members. As a result, many people shy away from joining local CBOs.

Collectively, these drivers curtail the ability of the West Nile Region from tapping into national and East African Community economic opportunities. The region's illiterate and often sick people are unable to feed themselves and generate adequate incomes to buffer livelihood shocks. They are therefore excluded from effective engagement in both the policy and marketplace arena. Moreover, they are not benefiting from developments in science and technology that presently drive the global village of the 21st century. If left unresolved, development in the West Nile Region will continue to perpetually lag behind that of the nation.

Adult population in a community group is **11%**

Community groups that receive local government support is **2%**

Community groups with income generating activities **< 25%**



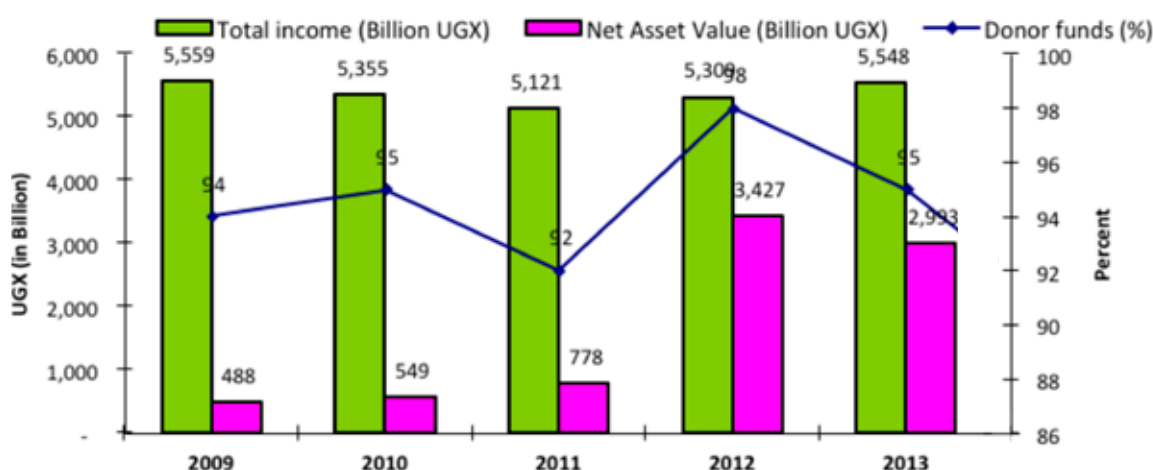
AFARD's Sustainability Questions

AFARD's Growth Curve

Over the last 13 years, AFARD has grown from a young organisation managed by its founding members on a volunteer basis into a credible and professional agency successfully catalysing development in the West Nile Region in partnership with communities, government, the private sector and academic and research institutions. With a competent and respectable Board of Directors, experienced technical team, and offices in Nebbi

(Headquarters), Yumbe and Rhino Camp, AFARD is able to manage large scale development programmes in the region. AFARD's adherence to multi-stakeholder accountability and learning, strong and transparent internal and external organisational and programme monitoring, evaluation and accounting procedures make it a suitable implementing partner for many national and international agencies and organisations. This is evidenced by AFARD's financial portfolio growth over the last five years, which has averaged UGX 5 billion annually, as shown in the graph below.

Figure 2: Total Budget, Non-recurrent Asset and Donor Fund Trends, 2000-2014



The Quest for Financial Sustainability

While there has been impressive growth in AFARD's annual total revenue, the organisation remains largely donor dependent (averaging 95% dependency over the last 5 years). The 2009 global economic meltdown triggered a donor-funding crisis characterized by budget cuts and reductions in donor commitments. In response to this AFARD, with the support of Gorta and SNV, adopted a social enterprise approach focusing on agri-business (of grains, grain cleaning and poultry production) to offset dependency on external donors. Although the pilot

phase presented a promising future, key challenges to institutionalizing this approach include setting up a fully-fledged AFARD Business Wing able to attract adequate financing and competent agri-business staff. Farming as a business has not taken root in the region – a necessary precondition to securing a sustainable supply chain. Poor rural infrastructure and a high tax burden continue to increase the cost of doing business.

The table on the next page presents a detailed analysis of AFARD's Strengths, Weaknesses, Opportunities and Threats (SWOT) as it prepares to implement the new Strategic Direction.

Table 1: AFARD's SWOT Analysis

Strengths	Implications	Consolidating strategy
<ul style="list-style-type: none"> Governance: A respected, professional and gender-sensitive Board Legitimacy: Legally registered; has political support for its actions; has community acceptance Culture: Operates on honesty, openness, innovativeness; less bureaucratic; high sense of volunteerism Staffing: Experienced, committed and cohesive team – business is practical Approach: Participatory, evidence-based approaches; long-term impact oriented; focus on self-reliance building interventions Targeting: Prioritize vulnerable and excluded social groups Partnerships: Good, transparent and accountable partnerships with donors, civil society and beneficiary communities Business Wing: There is good will among farmers to participate in agri-business; good business relations and networking exists with organisations engaged in agricultural development 	<ul style="list-style-type: none"> Accepted as an organisation to undertake development activities in the West Nile Region Able to initiate and try new ideas, including implementing the new Strategic Direction Able to attract new partners Leverage the organisation's image and history to raise resources Willing network of farmers that are loyal to the business model, reducing mobilization costs Well positioned to secure sufficient volumes of farmer produce to meet market projections at a much lower cost due to pre-established loyalty and trust Capacity to implement the business plan and deliver its double bottom line goals 	<ul style="list-style-type: none"> Encourage participatory, rights, evidence-based and impact-oriented planning, implementation, M&E Strengthen programme development through better results-based planning and management Institutionalize periodic forums with local partners to account, solicit new ideas and network Engage farmers as the core of the new business wing to build a competitive edge over other farm gate buyers of agricultural products Build the capacity of farmers to transition to commercial production and set up bulking centres to create efficient farm gate procurement infrastructure Identify key entry points and opportunities for partnership and engagement with other organisations
Opportunities	Implications	Exploitation measures
<ul style="list-style-type: none"> Government's decentralization policy promotes local area sensitivity Pro-CSOs in MDG, post-MDG debates and National Development Plan implementation Peace and security in the region Government focus on infrastructural development from 2011+ Local government adoption of rights-based approaches to planning 	<ul style="list-style-type: none"> AFARD will remain relevant to fill gaps in and strengthen government service delivery through an integrated approach to service delivery, community-driven development and advocacy 	<ul style="list-style-type: none"> Utilize political good will to market the organisation Cross-utilise skills in government and CSO partners to grow the organisation Build leverage and demonstrate core competency through existing programmes Advocate for inclusion
Weaknesses	Implications	Redress approach
<ul style="list-style-type: none"> Operate mainly on short term projects Inadequate marketing and visibility Limited funding base to afford adequate office space and staffing levels as well as support growth of business wing The concept of a social enterprise is new for donors who are used to charity or basic market linkage models 	<ul style="list-style-type: none"> Inability to build long term self-reliance Reliance on donor funds Inability to sustain organisational growth May not realise business plan financing 	<ul style="list-style-type: none"> Adopt a programme vs. project funding approach Improve the communication strategy Strengthen AFARD's business wing and provide it with dedicated resources Lobby donors to implement development and business wings
Threat	Implication	Redress strategy
<ul style="list-style-type: none"> Increasing poverty levels in the community due to compounding social and economic issues High dependency syndrome among grassroots communities Climate change 	<ul style="list-style-type: none"> Limited co-financing and adoption of high risk initiatives as poor communities have difficulty conceiving and implementing survival strategies 	<ul style="list-style-type: none"> Advocate within government for poverty focused resource allocation Build economically self-reliant groups Adopt climate sensitive programming

The Strategic Direction

Our Commitment

AFARD reaffirms its commitment to contributing toward transforming the livelihoods of poor, vulnerable and marginalised people in the West Nile region. This 5-year Strategic Plan, which was designed using the Management for Results (M4R) Approach, provides the policy framework to pursue this commitment and is well aligned to AFARD's vision of a "prosperous, healthy, and informed people of West Nile." AFARD will work with like-minded partners to support targeted beneficiaries to: grow their asset wealth to ensure economic security; reduce high disease burdens and illiteracy, which affects labour productivity; and ensure that people demand for their rights as citizens to inclusive development of their homes, communities and country.

The Goal

Within 2015-2019, AFARD aims to "contribute to the socioeconomic transformation of 150,000 vulnerable and marginalised people for inclusive and resilient livelihoods." AFARD will reach 150,000 individuals through 857 self-help groups, and will prioritize targeting the most excluded individuals – women, youth, children, PLWA and remote, hard-to-reach communities – to promote equality of opportunity and access to knowledge and services. Approaches will support poor households and communities to transition successfully and sustainably out of poverty, shifting their focus from basic survival to securing their livelihoods.

The Strategic Plan envisages active citizens with:

1) sustainable and equitable access to nutritious foods; 2) adequate asset wealth; 3) reduction in disease burdens; 4) functionally literate society; and 5) participation in and benefit from local governance. Finally, it seeks to grow and sustain AFARD with a UGX 500 million capital reserve.

Achieving the goal of this Strategic Direction will result in:

- Increased household food and nutrition security, exhibited by the number of meals each household eats per day, their dietary diversity and adequate provisioning. Beneficiary households should have adequate and nutritious food for all household members at all times;
- Increased household asset wealth above the national extreme poverty line as the financial values of cash and in-kind savings rises with better economic returns to investments;
- Improved labour productivity due to a reduction in the disease burden especially from malaria and gastro-intestinal infections and increased literacy rates;
- Responsive and accountable local governance ably allocating adequate decentralized budgets to preferred pro-poor services sectors;
- Economically strong community groups with transparent management systems and adequate funds to finance members' needs without external donor support;
- Women's empowerment, exhibited by their increased participation in crucial family decision-making processes, ownership of vital productive assets and reduced exposure to gender based violence; and
- An effective AFARD with adequate operational capacities and a stable financial base able to manage, account for and grow successful development programmes and partnerships.

Strategic Targeting

Within 2015-2019, AFARD aims to reach out with its capacity building for inclusive and resilient livelihood agenda to 150,000 people in the households of members of 857 self-help groups. These targeted beneficiaries and groups will be selected in collaboration with local government officials. They will come from vulnerable and

marginalised communities with no existing government or NGO development programmes. To ensure local learning, farm produce aggregation, and collective advocacy, an **outreach axis** will be developed so that benefiting villages and groups are located close to each other. This, we foresee, will also encourage the growth of federations and economic enterprises.

Table 1: Strategic Direction Outreach Targets

Districts	2015	2016	2017	2018	2019
Children groups	25	45	65	65	65
Youth groups	35	300	350	350	350
Women groups	265	355	360	185	160
Elderly groups	25	50	75	50	50

Note: Figures for each year show new and old groups. Weaning will depend on group growth within 3-4 years

Strategic Pillars and Objectives

To achieve the above goal, AFARD will pursue six strategic pillars aligned under six strategic objectives (SOs), described below.

Pillar 1

Climate-smart and Nutrition-sensitive Agriculture

Actions under this pillar will address low household food production, the rising threat of climate change and the inability of household's to diversify their diets. This will ensure the sustainable and increased agricultural production of food (crops, vegetables, and poultry) with ample nutrients for healthy living, which will in turn enable all household members to access sufficient and nutritious food at all times.

SO1	To strengthen the capacity of poor households to increase food production and equitable food consumption using gender-responsive, climate-resilient and nutrition-based agricultural practices and technologies.
Focus	Ensure that 95% of targeted households are food and nutrition secure.
Target	500 self-help groups with 12,500 poor smallholder-farming households, benefiting 87,500 people
Strategies	<ul style="list-style-type: none"> Farmer-to-farmer extension systems development for increased productivity Provision of improved start-up inputs with crop-livestock-tree mix Nutrition education and kitchen gardening for diet diversification and equitable food sharing practices Community disaster risk reduction
Deliverables	<ul style="list-style-type: none"> 1,500 lead farmers are identified and trained to provide 9,000 mentoring visits on crops, livestock, environmental conservation and kitchen gardening practices. 75,000 bags of NASE14 cassava cuttings, 187,500 kgs of NABE4 bean seeds, 62,500 fruit and 187,500 timber seedlings are procured and distributed. 1,500 nutrition education sessions conducted. At least 100 community groups developed and implemented disaster risk reduction plans



Pillar 2

Economic Empowerment and Asset Building

Under this pillar, AFARD will promote productive and financial asset building by economically empowering women and youth, including PLWA, whose current contribution to household wealth creation is low. AFARD will pursue a two-pronged approach that incorporates farming as a business and youth vocational skilling to ensure that beneficiary households target their investments (production and skills training) to market needs. Market analysis will be integral in ensuring that all products offered in the market are profitable and competitive. Group Loan Schemes, developed from group savings, will support these production chains as well as the microenterprise development required for livelihood diversification. This will ensure that beneficiary households are engaged in income generation from sources other than sales of surplus subsistence food production.

SO2	To economically empower vulnerable women and youth to increase household asset wealth and improve their market-relevant functional skills for better economic opportunities.
Focus	Market-oriented interventions that will lift 65% of targeted households above extreme poverty.
Target	<ul style="list-style-type: none"> • 500 self-help groups with 12,500 poor smallholder-farming households, benefiting 87,500 people • 5,000 youth from 5,000 youth-headed households, targeting 35,000 people
Strategies	<ul style="list-style-type: none"> • Agro-enterprise development of market-oriented enterprises like Irish potatoes, cassava, beans, onions, simsim, fish farming, apiary and local poultry production • Youth vocational skilling • Group loan schemes for microenterprise development • Promotion of agricultural insurance schemes
Deliverables	<ul style="list-style-type: none"> • 500 community agro-enterprise business plans developed • 500 agro-enterprises are established and co-funded using a 30% beneficiary and 70% donor grant model • 750 lead farmers are identified and trained including 4,500 mentoring and coaching visits • 1,500 business management committees identified and trained including 4,500 business mentoring and coaching visits • 1 market labour scan conducted • 5,000 youth are identified and trained with marketable skills on 3-6 month residential training courses in credible BTVETs and a 1-month apprenticeship • 5,500 youth provided with start-up kits for self-employment and 500 youth supported to join formal employment • 15,000 youth business mentoring and coaching visits conducted • 500 youth supported to participate in annual national trade and food fairs • Field officers trained in the Group Loan Scheme model • 1,500 group loan management technical and managerial skills trainings conducted



Pillar 3:

Human Capital Development

To address increased labour productivity, AFARD will focus on two crucial initiatives. First, preventive community health will be championed to reduce the high disease burden through behaviour change education and enforcement, promoting linkages with health facilities for access to medical services and providing infrastructure support to ensure access to safe water points. Second, education promotion will target all levels of the system, including children in early learning centres, girls in primary schools, community education funds for (post) secondary education and functional adult literacy classes for older learners.

SO3	To improve household labour productivity through effective utilisation of preventive health practices and better quality education.
Focus	<ul style="list-style-type: none"> To reduce the disease burden of malaria and gastro-intestinal infections by 75% To increase adult literacy levels among those aged 15 years and over by 15%
Target	<ul style="list-style-type: none"> 500 self-help groups and 5,000 youth-headed households, benefiting 52,500 people
Strategies	<ul style="list-style-type: none"> Promotion of safe water, sanitation and hygiene practices HIV/AIDS prevention and mitigation Promotion of early childhood development, community education funds, and functional adult literacy classes Strengthening the enforcement of community byelaws
Deliverables	<ul style="list-style-type: none"> 30 boreholes drilled and maintained using user fees from functional user committees 1,500 health change agents trained and supported to provide behavior change communication and education on sanitation, hygiene and HIV/AIDS 1,500 mobile VCT outreaches and 500 SMC clinics conducted 10 self-help groups supported to set up profitable community nursery schools through the provision of classrooms and furnitures, teacher training, management committee training and provision of instruction materials Guidance and counselling support provided to 100 primary schools serving beneficiary communities (targeting teachers and girls in P5-7) 100 self-help groups trained in community education fund operations 100 self-help groups supported with functional adult literacy classes (including training of mentors and provision of start-up kits)



Pillar 4:

Community-led Advocacy

As an NGO, AFARD primarily seeks to complement government-provided services. Second, AFARD provides a limited scope of services to targeted communities that exclude construction of roads, provision of electricity, staffing and equipping of health facilities, etc. AFARD believes that people have a right to access these services from their local governments. To ensure that constitutional mandates in terms of service delivery are adhered to, AFARD will build the political capabilities of the communities it works with to ensure they know their rights and use their numerical strengths to demand for services and hold their government leaders accountable.

SO4	To enhance the political capabilities of community group members to demand for quality public services and local government leaders to be responsive and accountable.
Focus	At least 50% of beneficiary self-help groups and youth secure local government financial support and at least 20 local governments are perceived as responsive to and accountable for local development.
Target	<ul style="list-style-type: none"> • 21,429 households, benefiting 150,000 people • 25 lower local governments
Strategies	<ul style="list-style-type: none"> • Political capabilities building for group members and local government leaders • Social category-based public dialogues and engagement processes
Deliverables	<ul style="list-style-type: none"> • 1,500 community awareness campaigns on human, women, youth and children's rights to decentralized development conducted • 1,500 trainings in civic engagement skills (planning, monitoring and advocacy) conducted • 1,500 Leaders' Petition Days held • 1,500 Leaders' Accountability Days conducted • 75 local government reflection meetings held



Pillar 5

Strengthening Community Organisations

This pillar will pay attention to building the local ownership and sustainability of self-help groups to champion the needs of their members through effective governance, management and financial independence.

SO5	To strengthen the organisational capacity of community groups to effectively manage and sustain their members' development needs.
Focus	500 beneficiary self-help groups practice co-governance and each mobilized ≥UGX 35 million in its group loan scheme to ensure financial stability.
Target	500 self-help groups with 12,500 members, benefiting 87,500 people
Strategies	<ul style="list-style-type: none"> • Institutional development • Group-based business development
Deliverables	<ul style="list-style-type: none"> • 500 self-help groups formed and registered with local governments • 500 self-help groups supported to elect visionary leaders (executive and committee) • 1,500 trainings conducted in group dynamics (e.g. planning, conflict management, resource mobilisation, conducting meetings, financial management and reporting, etc.)



Pillar 6:

AFARD's Organisational Growth and Sustainability

Achieving the goals of this Strategic Direction requires AFARD to be effective and efficient in terms of its organisational performance with the right leadership, technical team, systems and funding. Under this pillar, AFARD will invest in ensuring results-based management that synergistically matches its human and financial resources to desired outcomes through improved policies and systems, effective management and a diversified funding base.

SO6	To strengthen AFARD's capacity to manage, learn and co-fund development projects.
Focus	Strengthen AFARD's operational capacity and diversifying its financial base.
Target	AFARD's improved operational and financial capacity
Strategies	<ul style="list-style-type: none"> • Capacity building of Board and management team • Monitoring, accounting and learning systems development for improved visibility and evidence-based programming • Social enterprise development through AFARD's Business Wing
Deliverables	<ul style="list-style-type: none"> • 5 Board capacity assessment and three leadership trainings conducted • Systems developed for monitoring, accounting and learning • Annual integrated action plans and projects developed and approved • Quarterly and annual performance reviews conducted • Sector-based documentation, visibility and learning events conducted • Membership in national and regional networks sustained • Baseline, midterm and terminal evaluations conducted and disseminated • AFARD's headquarters office structure completed and equipped • Adequate logistics procured (vehicles, motorcycles, laptops, desks and chairs)



Table 3: 5-year Intervention Results Framework

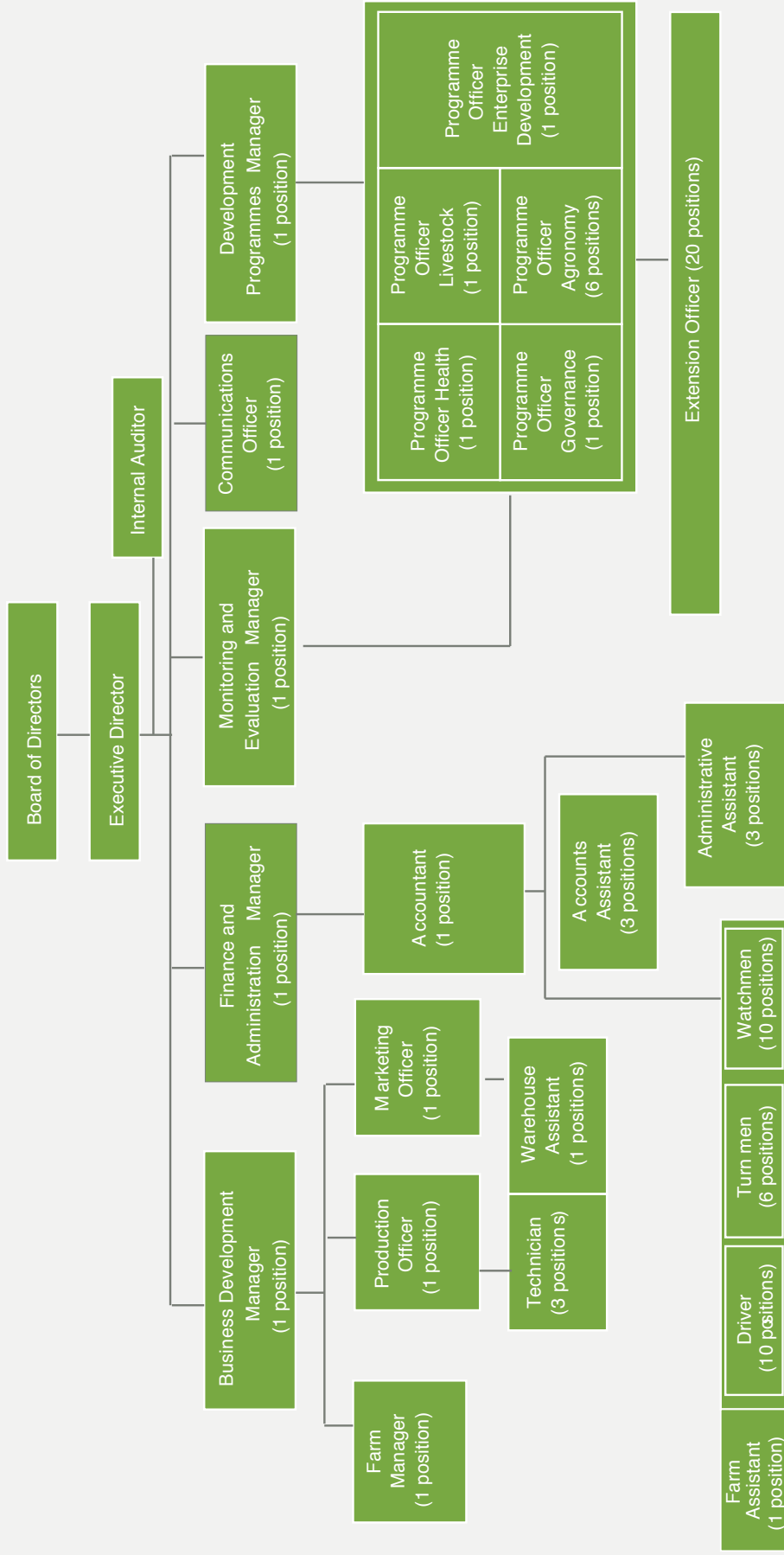
INCLUSIVE AND RESILIENT LIVELIHOODS

Exhibited by child-focused, gender-responsive, environmentally-sensitive, and market-friendly food and nutrition security, increased asset wealth, enhanced economic productivity, empowered women, responsive and accountable local governments and strong community groups.

IMPACT	<ul style="list-style-type: none"> 95% of beneficiary households are food and nutrition secure 	<ul style="list-style-type: none"> 65% of beneficiary households have asset net worth above extreme poverty line 	<ul style="list-style-type: none"> 15% increase in proportion of 15+ years old who are literate 75% reduction in disease burden from malaria and gastro intestinal infections 	<ul style="list-style-type: none"> 50% of self-help groups (SHG) secured project support from their lower local governments (LLG) 	<ul style="list-style-type: none"> 85 % of BOs with ≥UGX 35 million in assets in their own fund 	<ul style="list-style-type: none"> 500 million reserve fund i Improved visibility
OUTCOME	<ul style="list-style-type: none"> % increase in yield per acre % of households using recommended agronomic practices % of households using recommended livestock practices % of households using recommended environment conservation practices 	<ul style="list-style-type: none"> # of people employed # of enterprises established 	<ul style="list-style-type: none"> % of households with access to safe water and sanitation facilities % of gender parity in gross enrolment 	<ul style="list-style-type: none"> % of SHG members aware of their rights % of SHG members participating in LLG budget processes % of SHG members aware of LLG plans 	<ul style="list-style-type: none"> # of SHGs with profitable businesses 	<ul style="list-style-type: none"> Board involved in resource mobilisation M&E system developed Quarterly visibility engagements conducted Profitable businesses established Sector specific networking in place
STRATEGIES	<ul style="list-style-type: none"> Farmer-to-farmer extension system Agricultural intensification of crops, small livestock and agroforestry mix Nutrition education Community Disaster Risk reduction 	<ul style="list-style-type: none"> Agro-enterprise development and value addition Group loan schemes Microenterprise development Vocational skilling 	<ul style="list-style-type: none"> Provision of safe water Behaviour change communication and education Medical outreaches Community-led early childhood development and education Functional Adult Literacy Community Education Fund 	<ul style="list-style-type: none"> Building political capabilities Community – government dialogues 	<ul style="list-style-type: none"> Institutional building Financial sustainability development Networking and dialogues 	<ul style="list-style-type: none"> Board and staff capacity building Systems development for accounting and learning Equipping and tooling Diversifying resource mobilisation streams Networking
OBJECTIVES	<p>SO1: To strengthen the capacity of poor households to increase food production and equitable utilisation of food stuffs using gender-responsive, climate-resilient and nutrition-based agricultural practices and technologies.</p>	<p>SO2: To economically empower vulnerable women and youth to increase household asset wealth through more market-relevant functional skills and better economic opportunities.</p>	<p>SO3: To improve household labour productivity through effective utilisation of preventive health practices and better education.</p>	<p>SO4: To enhance the political capabilities of community groups to demand for quality public services and local government leaders to be responsive and accountable.</p>	<p>SO5: To strengthen the organisational capacity of community groups to effectively manage and sustain members' development needs.</p>	<p>SO6: To strengthen AFARD's capacity to manage, learn and co-fund development projects.</p>
	Pillar 1: Climate-smart and Nutrition-based Agriculture	Pillar 2: Economic Empowerment and Asset Building	Pillar 3: Human Capital Development	Pillar 4: Community-led Advocacy	Pillar 5: Strengthening Community Groups	Pillar 6: AFARD's Growth and Sustainability

Human Resource Requirements

The diagram below details the proposed implementation structure for this Strategic Plan. Annual reviews will be conducted to assess the efficacy of the structure with respect to job relevance, staff adequacy, staff performance against annual goals and targets, skill gaps and remuneration, among others. Overall, about 60 staff will be directly employed and 6,000 community based volunteers to provide extension services.



Mainstreaming and Networking

To ensure programme impact, mainstreaming and networking will be an integral part of AFARD's implementation strategy, as described below.

Gender Mainstreaming

AFARD seeks to eliminate all forms of discrimination, especially against women and girls. To achieve this, AFARD will ensure that beneficiary targeting promotes equal opportunities for men and women, and boys and girls. Quota systems will be used to ensure one third of all group leadership positions are held by women. AFARD will also undertake gender sensitive needs assessments and present results using gender disaggregated data. Programming will encourage the participation of spouses in order to build responsible families with joint development goals. Gender awareness education will also be provided to group members.

Environmental Mainstreaming

This will be pursued through the promotion of environmental conservation and regeneration and the use of alternative energy. Prominent focus will be placed on soil and water conservation through recycling from value-addition plants, promotion of organic pesticides and agroforestry, social marketing of energy saving stoves and promotion of solar energy. Environmental conservation and awareness education will also be provided to group members.

HIV/AIDS Mainstreaming

AFARD will implement a 'Prevention with Positives' approach. Post Test Clubs will be established to provide avenues for community care and support, including access to medical services from local government health facilities. HIV/AIDS information and awareness will be provided to group members and AFARD staff.

Governance Mainstreaming

This will focus on building the political capabilities of communities and facilitating dialogues for social change. Rights Committees will be established and supported so that each community focuses their advocacy efforts on their core, self-identified needs. In addition, AFARD will link beneficiary groups and local government staff to ensure that the latter is involved in planning and monitoring of community projects.

Information and Communication Technologies' Mainstreaming

AFARD will explore the integration of ICT in access to weather information and commodity prices

for smallholder farmers, employment opportunities for youth, voice and accountability for grassroots communities, and to promote visibility of and learnings from its works.

Networking

AFARD recognises the importance of working with strategic partners and networking with organisations with similar mandates. Networking will enable AFARD to achieve greater impacts than the organisation can alone, and to offer complementary programming to tackle the many needs of beneficiaries and communities. During the plan period, AFARD will retain its membership in national networks aligned to the six pillars outlined in the Strategic Direction. Further, partnerships will be built with local governments, universities, research institutions, BTVET institutions, private sector organisations and peer agencies to share, improve and extend learning and successful approaches to community development.

Risks and Mitigation Measures

The critical risks to this Strategic Direction and their mitigation measures are outlined in the following plan.

Risk	Chance	Seriousness of Risk	Mitigation Strategy
Reluctance from governments and local partners to support changes in behaviours and practices regarding pro-poor service delivery (political)	Med.	High: Implementation of the Strategic Direction requires substantial participation of government and partners to improve service quality, access and community participation.	Design is based on extensive assessment and discussion with partners and beneficiaries to identify and prioritise interventions. They will continue to be involved throughout implementation of the plan.
Partners, beneficiaries and government unwilling to meaningfully contribute to dialogue, advocacy and information-sharing on development and skilling initiatives (social)	Low	Medium: Lack of dialogue among stakeholders will restrict creation of synergies and linkages between them to generate responsive and effective skilling and development programmes.	Routine results-sharing and advocacy events will be organised. Partnerships will be secured from the beginning through action plans produced each year that will assign responsibilities to all stakeholders for these events.
Fraud by BO leaders, which affect BoM commitments toward building sustainable groups (social)	High	High: If beneficiaries and communities cannot trust local groups, the concept of collective agriculture and marketing will be difficult to implement, furthering individual approaches to manage risk.	Support Local Council III courts to make decisions, decentralise fund management through business management committees and ensure that all BOs have bank accounts in credible institutions.
High costs of logistics, inflation and exchange rate fluctuations (economic)	High	High: Operating costs in West Nile are high due to poor infrastructure and road networks.	AFARD will share logistics costs where possible with partners and engage in centralised procurement to reduce transaction costs.
Natural disasters and seasonal rains affect the growing seasons, leading to drought and flooding (environmental)	Med.	High: Drought and floods may limit the amount households and agribusinesses earn from their enterprises, leading to reductions in income.	The project will focus on climate-smart agriculture (drought and pest resistant and bio-fortified crops, soil and water conservation) and ensure they are well prepared to handle weather fluctuations. Agricultural insurance will be promoted to provide security in case of crop loss.

Sustainability Strategies

To ensure long-lasting impacts from the interventions in this Strategic Plan, AFARD will:

- Strive to build sustainable community organisations that balance the social and economic needs of members. Promotion of group owned resource mobilisation, loan schemes and application of business strategies will ensure lasting institutions.
- Ensure that community-led extension systems are built for agricultural extension, health education, loan management and produce marketing. Each beneficiary community group will have its committee strengthened to deliver extension services to members.
- Target economic empowerment to beneficiaries whose economic agency is compromised in order to widen household income portfolio. Improved asset wealth building will enable households to ably meet their current and future livelihood needs. Under the family wealth creation approach, family harmony will in turn be built to further strengthen household support systems.
- Integrate social/charity approaches with market-led approaches and leverage support from local governments so that groups do not stop functioning after direct support is withdrawn. Rather, these multiple engagements will help ensure beneficiaries tap into opportunities within their groups, in their local governments and from the market to sustain their livelihoods.
- Mainstream gender, environment, HIV and AIDS, governance and ICT initiatives to ensure inclusive and sustainable impacts responsive to beneficiary needs. By enabling women to acquire skills for increased productivity through agroforestry, for instance, they will improve their productivity and earning power while conserving soil and water.
- Promote Group Loan Scheme as a critical source of continued financial inclusion for microenterprises and BO administration. Linkages with formal financial institutions will widen access to larger loan portfolios and additional, tailor-made financial products for small businesses.
- Establish Facility Management Committees and user fees to guarantee sustainable access to safe water. Establishment of sanitation byelaws have also demonstrated positive effects on ensuring high compliance to safe sanitation standards, and reducing exposure to disease vectors.
- Register a social enterprise as its Business Wing to increase its internal revenue generation capacity. The business surplus income will continue to provide funding towards the organisation's growth and in support of its social development mission.

The Strategic Plan will focus on:

Skilling for community based information and education | **Strengthening** community organisations | **Building** financial sustainability
Reflexive learning and accounting

Monitoring, Accounting & Learning

During implementation of the Strategic Direction, AFARD will use a results-based performance assessment framework that will focus on: investments (inputs) and outputs for management efficiency and generating outcomes and impacts in the lives of partner group members. The framework will be used throughout the period to assess progress, identify lessons, make improvements to programme management and to periodically account to stakeholders.

A baseline study is proposed for benchmarking start-up indicators in targeted communities and to help refine the results framework for implementation. Routine monitoring and evaluation will be conducted throughout implementation of the strategic plan, as summarised in the table below.

Table 4: M&E Activities

Monitoring Activity	Frequency	Responsible
1. Implementation briefs	Weekly	Field Officers
2. Monitoring visits	Monthly	Management Team
3. Progress reviews	Quarterly	Management Team
4. Financial reviews	Quarterly and annually	Finance and Administration Manager
5. Performance review	Bi-annually and annually	Executive Director
6. Financial audit	Annually	Board of Directors
7. Baseline, midterm and final evaluations	Year 1, 3 and 5	External Consultants

As part of its M&E strategy, AFARD will:

- Develop an M&E system with a clear results chain, data collection tools to collect qualitative and quantitative information and simple analysis methods for collected data. Participatory Monitoring Methods will be built at the community level in order to help groups self-manage, advocate and account for successes based upon evidence.
- Hold bi-annual stakeholder meetings to review progress and lessons learnt.
- Engage external consultants to undertake independent baseline, mid-term and terminal evaluations.
- Develop a visibility strategy to guide documentation and information dissemination.
- Share periodic reports with key stakeholders.



Financial implications

The implementation of this Strategic Plan will be operationalized through annual planning processes. Detailed plans and budgets will be developed yearly with clear input-output-outcome targets. Importantly, “unit cost approach” will be applied and cost efficiency analyses conducted annually to ensure value-for-money in programming. In the 5 years, overall AFARD will require UGX 19.8 billion.

Of this fund, 80% will go directly into project support, 5% will be invested in capital development and 15% will cover personnel and administration costs. UGX 8 billion has already been secured (from on-going projects) meanwhile AFARD and the beneficiary communities will contribute UGX 3.7 billion (12%). The gap of UGX 8.1 billion will be sourced from various donors over the years through a resource mobilization strategy that is discussed below.

Pillars	2015	2016	2017	2018	2019	Total	% share
Pillar 1: Climate-smart and nutrition-sensitive agriculture	1,091,250,000	1,455,000,000	1,091,250,000	-	-	3,637,500,000	18%
Pillar 2: Economic Empowerment and Asset Building	795,500,000	938,000,000	1,894,525,000	441,000,000	291,000,000	4,360,025,000	22%
Pillar 3: Human Capital Development	164,500,000	437,000,000	1,047,450,000	979,950,000	107,600,000	2,736,500,000	14%
Pillar 4: Community-led Advocacy	-	200,000,000	200,000,000	200,000,000	200,000,000	800,000,000	4%
Pillar 6: AFARD Organizational Growth & sustainability	805,500,000	680,000,000	1,097,500,000	527,500,000	552,500,000	3,663,000,000	19%
AFARD Operation costs	966,672,686	879,172,686	816,672,686	816,672,686	816,672,686	4,295,863,430	22%
5-year Grand Total (UGX)	3,872,172,686	4,775,422,686	6,196,147,686	2,976,372,686	1,979,022,686	19,799,138,430	100%
5-year Grand Total (€@ 4200 UGX)	921,946	1,137,005	1,475,273	708,660	471,196	4,714,081	-
5-year Grand Total (US\$ @ 3500 UGX)	1,106,335	1,364,406	1,770,328	850,392	565,435	5,656,897	-

Financing the Strategic Plan

The projected cost of implementing the 2015-2019 Strategic Plan is about UGX 19.8 billion. To date, only UGX 8 billion is secured.

To close the funding gap of UGX 8.1 billion, a different Resource Mobilization Strategy will be used to secure additional resources from public and private sector financing avenues. The Plan's objectives are:

1. Increased income share from the AFARD Business Wing to 11% over the 5-years.
2. At least 10% of annual budget secured from community contributions.
3. At least three new public and private donors secured annually to close the funding gap.
4. Improved AFARD's visibility.

Six strategies will be pursued for achieving the funding gap. These strategies will hinge on an effective communication strategy that will market the benefits of AFARD's work with vulnerable people and communities to donor, private sector, and government stakeholders. Below are the strategies:

Strategy 1: Promote and develop the AFARD Business Wing:

The AFARD Business Wing has the potential to generate significant revenue. It will require formal registration, attracting professional business management team, added infrastructural investments, and increasing its working capital.

Strategy 2: Engagement with government programmes:

Leveraging support from central and local governments will ensure that targeted Community-Based Organisations do not stop functioning after direct support is withdrawn.

Strategy 3: Donor diversification:

AFARD will expand from its current European donor market to the North American and Arab donors to diversify its revenue streams and learning.

Strategy 4: Private sector engagement:

AFARD will also target the corporate social responsibility arms of private sector organisations to secure direct or technical support towards its community development projects.

Strategy 5: Community co-financing:

AFARD will ensure targeted communities generate at least 30% of start-up investment costs that will cumulatively account for 10% of overall Strategic Plan costs.

Strategy 6: Reserve fund:

During the course of executing the Strategic Plan, AFARD targets to build and sustain a reserve fund valued at UGX 500 million in order to secure future project continuity.

AFARD will seek new public and private donors from 2015-2019 in the livelihoods, agriculture, health, education, human rights and advocacy sectors. In addition to some of the major financiers secured, more will be sourced through research on the Internet, by attending networking events, and through direct grant-based meetings.

The costs to implement the Resource Mobilisation Plan will include the expenses incurred from attending and holding meetings and workshops and hiring consultants to support key aspects of the Plan. It is estimated that an average of UGX 20 million will be required annually (UGX 100 million over five years).



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