



AGENCY FOR ACCELERATED
REGIONAL DEVELOPMENT
(AFARD)

CAPABILITY STATEMENT

January 2009



INSTITUTIONAL DATA

| | |
|---|--|
| Full legal name : | Agency for Accelerated Regional Development |
| Acronym : | AFARD |
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INTRODUCTION

The Agency for Accelerated Regional Development (hereafter referred to as AFARD) is a local professional, not-for-profit, non-denominational non-governmental organization (NGO) formed in July 2000 by professional sons and daughters of West Nile. With its regional headquarters in Nebbi Town, AFARD is currently operating in the districts of Nebbi, Yumbe, and Arua in West Nile region, Uganda.

ORIGIN

AFARD's formation was motivated by numerous reasons. First, the West Nile is located in the poorest northern region of Uganda where 6 in 10 people live below the daily US\$ 1 standard. Second, many development interventions have been external to local context leaving behind

physical structures and dysfunctional committees in place but a people hardly changed. Third, given the hitch of democratic centralism, the people are simply subjects and not citizens of the state. Finally, that many sons and daughters of the region prefer to work elsewhere (human resource flight) limited new innovations and enthusiasms to work for self development.

LEGAL STATUS

AFARD is registered with the NGO Board under the NGO-Registration Statute, 1989 as an NGO (Reg. No. S.5914/3753) and with the Registrar of Companies under Companies Act as a Company Limited by Guarantee (Reg. No. 45170). Besides, AFARD is also a registered member of a number of active and

credible networks like Uganda National NGO Forum and Nebbi District NGO Forum (NDNGOF) as umbrella bodies for NGO operations; Participatory Ecological Land use and Management – Uganda Chapter (PELUM) focusing on sustainable agriculture and smallholder farmer voice; Water Integrity Network (WIN) and Uganda Water and Sanitation NGO Network (UWASNET) that coordinates Water and Sanitation sector quality operations; Uganda National AIDS Services Organizations (UNASO) and Nebbi AIDS Services Organization Network (NASON) that gives attention to HIV/AIDS services delivery; and West Nile Private Sector Development Promotion Center Ltd. that prioritizes enterprise development.

■ AFARD'S DRIVERS AND MANDATES

AFARD is driven by its impact-oriented vision, vision, objectives and ethical values/ principles as are summarized in Table 1 below.

TABLE 1: AFARD'S FUNCTIONAL MANDATES

| | | | | |
|---|--------------------|--|---------|--------|
| <div>Values/Principles</div> <ul style="list-style-type: none">• Respecting human dignity, equality, justice and freedom.• The enshrinement of the empowerment approach to development ;• Local ownership by beneficiaries of whatever initiatives they are involved in;• Use of participatory methodologies;• Reliance on local resources including ITK, human and physical resources;• Localising research aimed at generating local area sensitive interventions;• Genuine partnership based on mutual trust, respect and honesty;• Linkage and collaboration with like-minded stakeholders; and• Transparency and accountability. | Vision | A Prosperous, Healthy, and Informed People of West Nile. | | Impact |
| | Mission | To contribute to the molding of a region in which the local people, including those who are marginalized, are able to participate effectively and sustainably and take a lead in the development of the region. | | |
| | Objectives | <div><div>1. To harness the knowledge, skills and experiences of development practitioners within the region and channel it for the accelerated, equitable and sustainable development of the region.</div><div>2. To act as a midwife, an interim link between the grass roots and sources of new information, innovations, expertise and funds required for the type of development that places people firmly in the center of all development efforts.</div><div>3. To avail of our expertise by way of consultancy to other development stakeholders interested in the region.</div></div> | | |
| | Thematic Areas | <div><div><div><div><div>• Food and income security</div><div>• Well-being security</div><div>• Community empowerment</div></div><div>Cross cutting issues</div><div>-Institutional development</div><div>-Gender</div><div>-Environment</div></div></div><div><div>Key strategies</div><div><div>• Skills development</div><div>• Participatory action research</div><div>• Resource mobilization</div><div>• Information dissemination</div><div>• Advocacy and lobbying</div><div>• Networking and linkages</div></div></div></div> | Outcome | |
| | Main beneficiaries | <div><div><div>• Community based groups.</div><div>• Village Associations.</div><div>• Women council structures</div><div>• Marginalized fishing & farming communities</div><div>• Orphans and Vulnerable Children (OVCs)</div><div>• Persons Living with HIV/AIDS (PLWA).</div></div></div> | | |
| | System | <div><div><div>• Operational guidelines.</div><div>• Action plans and budgets.</div></div></div> | | |
| | Structure | <div><div><div>• The Board of Directors.</div><div>• The Management team.</div><div>• Independent partner groups.</div></div></div> | | |
| | Alliances | <div><div><div>• Donor community.</div><div>• Local governments.</div><div>• Private sector institutions.</div><div>• Civil Society Organizations.</div></div></div> | | |
| Operations | | | | |

WHAT WE DO

From its inception in July 2000, AFARD has been engaged in a number of activities. These are implemented using a participatory approach right from the needs identification through execution to monitoring and evaluation of progress. The various interventions, in line with the current 2007 – 2011 Strategic Direction, based on local needs, AFARD's expertise and competitive edge, are indicated below. Important is that over the years, AFARD's has gained:

- Legitimacy and credibility among local government officials and communities.
- The adoption of participatory, evidence-based, long-term impact oriented and self-reliance building interventions that prioritize marginalized communities/groups.
- A culture of honesty, openness, innovativeness, high sense of voluntarism as well as transparent and accountable partnership with donors and beneficiary communities.
- Heightening community self-reliance drive for own development.
- Core personnel competencies in its thematic focus.
- Ventured into feared areas with a listening ear, learning attitude, adaptive management only to produce remarkable results.

THEME 1: FOOD AND INCOME SECURITY



Women in Pachaka planting Irish potatoes on ridges

Improved seeds/planting material promotion

To fight food insecurity due to the poor farmer-extension-researcher linkage, AFARD prefers to increase household own food production and purchasing power. Improved agro-technologies like high-value crops have been introduced for group-based multiplication and on-lending to individual group and community members. Field-based extension services are routinely provided to. Mostly, cassava, Irish potatoes, rice, simsim, maize, beans, and groundnuts are favored. These crops are grown as both cash and food crops. As a result, farmers are boasting of high yields and income; something that is stabilizing their food security status.



Improved goats being distributed in Jangokoro

Improved livestock breeding

Just like for crops above, the local breeds of livestock are characterized by low yields. For instance, a goat has less than 10Kg of carcass weight. This low productivity is in part due to poor breeds but also poor livestock management practices. Animals are not properly housed. Neither are they well fed nor treated for basic worms. AFARD promotes the multiplication, by cross breeding, of improved livestock varieties. Beneficiaries are provided as a group with male Boer goats and as individuals with local nannies. They are also trained on basic housing, feeding, treatment, and marketing skills.

The results have been impressive. Where communities have realized the value of the improved goats, they are castrating local he-goats in order to avoid contaminations. All these are done in the name of increased income given that each improved goat sells for a minimum of UGX 150,000 and three will raise more money than a bull that is a preserve of the rich.



Animal traction in Nyaravur

Animal traction technology multiplication

Subsistence farming has also been promoted by over reliance on gendered family labor where work specialization delimits the potential productivity of household members. In this way, farm sizes have remained small and its consequences are in part low yields and its associated income and food insecurity. The promotion of Animal Traction Technology (ATT) in Nyaravur Rural Community Initiative for Development Association, Wadelai Parish, Ave Maria Farm-Kalowang, Odokibo Agricultural Training Centre and Yiba Group in 2008 is changing the entire farming landscape.

Land sizes have increased from 0.5-1 acre to 1-2 acres per ATT user. Work specialization between men and women is getting no more. And the increase in yields and incomes as well as food security is eminent. Replication of this approach is rewarding.



Demonstration on Gari technology

Gari technology piloting

Value-addition to smallholder farmers' yields before sales is often considered expensive. As such, farm harvests are often sold raw from the field at a very low farm margin as many similar producers sell around the same time. In order to build a production-market chain and building on the quick maturing sweet cassava variety under multiplication, gari technology for improving cassava – a staple and cash crop- is under pilot. Gari technology reduced cassava processing time and drudgery from 6 to 1 day. It minimizes losses and its product sells four times that of locally processes cassava.



Sr. Rose Orach conducting nutrition education training

Nutrition education mainstreaming

Part of the food insecurity status in West Nile can be attributed to the limited knowledge of better nutrition. Many people are tied to traditional foods and feeding practices. As a result, many nutritious non-traditional foods are refused; women are denied access to some food types; and many locally available foods are not utilized.

Through the provision of nutrition education to women (the main holders of household foods) and their spouses (the chief allocators of foods) food acceptability is improved.



Dei women selling vegetables

Community microenterprise development

To increase household incomes and groups' self-funding capacity, AFARD integrates entrepreneurship and group savings and credit schemes promotion. Income generation and savings mobilization and credit management skills are provided to all partner group members. Loan committees are also established and trained. Some groups even received booster funds.

THEME 2: WELL-BEING SECURITY

Safe water provision

Many communities still lack access to safe water. They rely on seasonal streams or water from rock creeks. In such areas, AFARD provides access to safe water points. And for sustainability purposes the facility management committees are trained in community based financing system in order for them to undertake operations and maintenance transparently and accountably using users' contributions.



Chairman LC V Nebbi opening a borehole in Dei

Safe sanitation chain management promotion

The leading causes of morbidity and mortality in West Nile are from otherwise preventable. Unsafe water and sanitation are the leading triggers. Therefore, AFARD provides community education and facilitates community policing using the slogan, 'our health, your responsibility'. This is pivoted on the locally agreed upon standards (also approved by the sub county local government council).



Sanitation education in Dei fishing village

HIV/AIDS prevention

Herein behavior change multi-channel communication is a cardinal approach. Local change agents who are elected by their communities are trained, equipped, and supported to provide routine peer education and counseling services. Key messages are customized to local situations and support of local leaders is enlisted.



Deputy RDC Nebbi, Mr. Ewai George handing over equipment during passout of PECs in Panyimur

Strengthening Community Care and Support for Persons Living with HIV/AIDS (PLWA)

Mitigating the effects of HIV/AIDS is complex. No donor can support this forever. AFARD promotes a collective approach through Post Test Club approach. Herein, people who both sero-positive and negative come together and join efforts to raise funds for supporting routine access to ART by PLWA. Through economic empowerment, they stimulate collective solidarity in fighting stigma and ensuring that they care for their own alive and in death.



Lokokura group members posing for a photo with Gorta visiting team

Supporting Orphans and Vulnerable Children (OVCs)

War, HIV/AIDS and poverty has left many OVCs in West Nile. Every home has an OVC in it. But with biting poverty, the qualities of life of the OVCs are at stake. Few access schools while many are child household heads. Herein AFARD promotes a family centered approach to ensuring that OVCs live a dignified life. Direct supports are provided for OVCs in schools together with the enhancement of support families' abilities to produce adequate food and generate income for their basic needs.



Valley farm group members supporting OVC in Paidha parish

THEME 3: COMMUNITY EMPOWERMENT

Institutional development

To ensure community based organizations (CBOs) sustainability, AFARD facilitate both their programme enhancement and organizational growths hinging in participatory capacity self-assessment, agreed upon capacity building plan, and periodic review where CBOs ably chart their growth paths and identify their areas of persistent weaknesses for continued support.



The CDM, Mr Wilfred Cwinyaa assessing the capacity of Odokibo group in Yumbe district

Good governance

To promote gender equality, AFARD focuses on widening political space for, and entitlements of women by increasing women's participation and voice in decision-making in local government planning and budgeting processes through skills training, participatory M+E, information sharing, alliance building, technical and financial backstopping and advocacy and lobbying.



Training in good governance

BEST PRACTICES

AFARD's commitment to grassroots development has earned it two national awards from Uganda National NGO Forum (Award of Merit in 2002) and the EU-funded Civil Society Capacity Building Programme (Best Grantee in 2007). These awards were a manifestation of the continued reflective learning that AFARD has engaged in. Core cases for replications include:

- Engendering food security promotion. We acknowledge that different social roles and power relations between women and men are pertinent in building a sustainable household food security requires pursuing an integrated approach of increasing own food production, food purchasing power, and knowledge on food values.
- Promotion of community based savings and credit schemes. Access to formal financial market is limited in many rural marginalized areas. Even where they are available, poor rural folks are over exploited by financial institutions and are entrapped into loans for life. People need scheme that they own, decide on, and share the benefits as their own.
- Community policing for preventive health. Reducing reliance on curative health in favor of preventive health provides enormous gains to households' income, productivity and esteem. But preventive health traverses beyond individual into collective responsibility thereby making everyone an agent of better health for all.
- Community care and support for PLWA and OVCs. People cannot wait for donor support all the time to solve their problems. All they need is exposure to innovative ideas, skills enhancement for solidarity action and mentoring to take charge of their own affairs to the extent they can manage.
- Partner-based research, periodic

planning, review and learning. Learning from local situation as well as learning from doing is the better means of entrenching shared knowledge power and ensuring that decisions to act are shared and accounted for by all actors contrary to experts-know-it-all approach.

- District-based networking. 'Birds of the same feather flock together' is a common adage. We believe that those with whom we share ideas and skills are actors relevant for joint action wherefrom multi-stakeholder communication, partnership and

accountability are built.

- Community democratization. Democracy starts in our households through our social groupings into local government aWnas. Thus, through institutional development participation decision-making, leadership and governance, financial management, and conflict resolutions are built. Concerted spirits to engage with local governments both to demand for services and support local initiatives are also inculcated.

FINANCIAL PERFORMANCE

Financial Status

AFARD has over the years attained a steady growth in its financial performance. The final accounts for the last 3 years as are summarized below (excluding funds that are directly spent by the beneficiary agencies we support up to the tune of UGX 730 million in 2008) This resource performance indicates the strength with which AFARD is equipped in resource mobilization, utilization, and accountability.

| Income sources | 2006 | 2007 | 2008 |
|----------------------|---------------|-------------|---------------|
| Total | 1,076,208,636 | 525,898,872 | 1,520,265,315 |
| Grants and donations | 963,720,237 | 332,968,315 | 1,092,969,820 |
| Member contributions | 105,060,999 | 144,119,503 | 221,695,743 |
| Others | 8,427,400 | 48,811,054 | 205,599,752 |

Financial management

The Board has continually audited all Final Accounts through credible audit firms that belong to Certified Public Accountants. Besides, donors also conduct independent audits of their funds. And the management reports from these audits have critically improved our financial management.

ASSETS

AFARD has also over the years acquired the following assets that are crucial for its operations:

A furnished own office block and a mini-conference room on own land with intercom, LAN, broadband internet access, water and electricity.

3 4-WD Land Cruiser and double cabin pick-up and 4 motorcycles.

Basic office equipments (a safe, filling cabinets, 1 photocopier, 4 desktop computers, 5 laptops, 4 printers, a binder, a beamer, an overhead projector, 5 digital cameras, a video recording kit, a generator, a video set and a power backup system.

DEVELOPMENT PARTNERS

We are proud to be associated with the development support of UNICEF (Uganda Office), the Delegation of European Commission in Uganda, EU Civil Society Capacity Building Programme, Gorta, Civil Society Fund, the Royal Netherlands Embassy in Kampala, Irish Aid, INclusion Tudor Trust (UK), Cordaid, Maria Stroot Fonds, HURINET (U), Canada Fund for Local Initiative, Global Fund, Action Aid International Uganda, Haella Stitching, Overall Stitching, Regina Fonds, ETWA – The Hague, Little Sisters of Providence, R.C. Magdenhuis, and GERED Stitching.

MANAGEMENT

AFARD is managed according to its Memorandum and Article of Association. At the policy level there is a 5-person gender-sensitive Board of Directors composed of credible and professionally respected, trusted and experienced public figures including the current Archbishop of the Church of Uganda, His Grace, Henry Luke Orombi.

At the technical level there is a professional team of well trained and experienced practitioners in the areas of Development, Agriculture, Health and Finance. This team is composed of permanent and volunteer staffs headed by the Programme Director. Administrative manuals for Board regulations, Finance & Accounting, Planning & Budgeting, Human Resource, and Asset Management are in place.

Importantly, AFARD believes that its human resource is very valuable for its continued existence and success. The human resources are also seen as the best guarantee and assurance of quality services delivery. Thus, professional staff performance enhancement is promoted through further long and short term courses, in-house coaching, participation in conferences/seminars as well as local researches and project monitoring and evaluation, and co-learning with interns. This is done with due balance between staff capacity building and organizational performance needs.

BOARD OF DIRECTORS



Rev Fr Geoffrey Ocamgiu
Board, Chair



Mr Vasco Kura
Board, Vice Chair



His Grace Henry Luke Orombi
Board member



Ms Grace F Kwicwiny
Board member



Ms Marion Kyomuhendo
Board member



Mr Michael B. Okecha
Board Secretary



Dr. Sam O. Orach
Ex-officio member

TECHNICAL TEAM



Dr. Alfred Lakwo,
Programme Director



Florence Munduru
Finance and Administration
Manager



Wilfred Cwinyai
Community Development
Manager



Norbert O. Uyirwoth
Accountant



Khemis Pimundu
Field Officer, Crop
Production



Alex E. Atona
Field Officer, Livestock
Development



Franklyn Conga
Field Officer,
Preventive health

Annex 1: Revised Approved Organogram



