

# AFARD



*Community participation involving male and female children and adults and those in leadership is the cornerstone of power relations dialogue and responsive action*



*Enabling community gain income base to support Orphans and Vulnerable Children among fisher communities*



*Meeting food security requires a multi-faceted intervention that integrates both increased production and market accessibility*

## ANNUAL REPORT "Learning & Transforming Lives"

# 2005



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## 1.0 CHAIRMAN'S MESSAGE



Thank you once again for having successfully reached the end of the rigorous year 2005. Reflecting on our growth and learning curve dating back from July 2000, we should gratefully recognize the bigger strides made this far.

While in July 2000 we started primarily with the Founder Members as the only personnel of AFARD, a sum of UGX 2 million and hardly any asset, today we can appreciate that we have a sufficient resource base with which to stir AFARD to a greater height.

Such a growth in one way or the other provided us a basis upon which to develop and implement a strategic plan on the one hand and on the other to continue to reflect on our path and learn. As a learning organization, AFARD in 2005 made two broad strides in anchoring its relevance and legitimacy. First, programme mainstreaming was conducted after the first quarter review. Institutional building and income generation as aspects of community intervention sustainability and self-reliance became cardinal components for all partner groups. Staffs, with Mariastroot Fonds open funding, are gaining an on-going orientation in order to ably meet the new demand. Second, co-actor participation equally became a resource mobilization and sharing attributes. AFARD has adopted to jointly participate in project implementation with other sister organizations hence the ability to share with and learn from such ventures is helping in shaping our strategies.

These flexible responses seem to provide a direction towards niche creation. Right at the start, such an innovation is being pursued with the increased realization for a wider constituency demand for transparency and accountability. We inherently appreciate that the traditional vertical accountability is not adequate but breeds distrust and opaqueness. As such, both vertical and horizontal accountability is now a norm.

Finally, am optimistic that our success in 2005 will provide us a basis for continued 'impact-oriented small is beautiful approach'. It is vital to understand the dynamics of an intervention before taking a full scale outreach. As we progress in 2006 to a complete review of the strategic plan, we already have a clear niche of where AFARD can create a fundamental change in the community where we work. We will remain receptive to a mainstream approach were multi-actors collectively invest to realize a bigger change in the quality of life of the people of Nebbi district.

We remain, 'In Quest for a Better Life' for West Nile Region.

Fr. Geoffrey Ocamgiu  
CHAIRMAN, BOARD OF DIRECTORS



## 2.0 AFARD: WHO ARE WE?

AFARD is an indigenous voluntary, non-for-profit and non-denominational organisation formed in July 2000, by experienced and committed development professionals for the purposes of promoting participatory and endogenic development in the West Nile region of Uganda.

Legally, AFARD is registered as a Non-Governmental Organisation with the National NGO Board (Registration No S.5914/3753); and with the Registrar of Companies as a Company Limited by Guarantee (Registration No 45170). AFARD is also registered with the National NGO Forum and is signatory to the NGO Generic Code of Conduct.

AFARD is a registered affiliate member of:

- Uganda National NGO Forum.
- Nebbi District NGO Forum (NDNGOF).
- Uganda National AIDS Services Organizations (UNASO)
- Nebbi AIDS Services Organization Network (NASON).
- Participatory Ecological Landuse and Management – Uganda Chapter (PELUM).
- West Nile Private Sector Development Promotion Center Ltd.

## 3.0 WHAT WE DO

With poverty status in Uganda worsening, especially among the poor, livelihood insecurity remains a both a global and local concern. Food insecurity and the increasing HIV/AIDS scourge are cardinal sparks of a bleak future. The people in Nebbi district have however not resigned to destitution but are coping in a multi-faceted ways. Local communities have embarked on a collective approach to fight poverty. Yet, left on their own their responses suffer from unclear directions, snail pace, and small magnitude to cause a fundamental change in their lives.

AFARD's has, therefore, teamed up with community groups using an 'impact oriented gender sensitive approach' that aim at short-circuiting the capacity gaps to collectively strive for the attainment of better livelihood outcomes.

AFARD works in 5 broad areas with action research, skills development, information management, resource mobilization, networking and linkages, and advocacy and lobbying as its core strategies. These are:

1. Under *community empowerment* we identify existing community groups and form new ones; participatorily assess their organizational and programme performance capacity; plan to fill the existing gaps; mobilize resources for the activities; and participatorily monitor their performance with on-going remedial actions. In this way, we tie organizational performance to programme performance. This democratization process





is upscaled by challenging the groups to engage with local government in order to gain resources either for their activities or indirectly through demanding for services.

2. Under *food security promotion* we work with the groups to promote better farming practices. Through an integrated market oriented production groups receive production inputs and skills. However, for ensuring that they receive supplies from government programmes as PMA, we ally groups in a sub county to demand for supplies from local government by engaging sub county extension staffs in their programmes and also directly approaching the sub county production sector committees and Chairperson for support.
3. Under *improved health*, we are changing the knowledge, attitude and practice of fisher community on L. Albert in regards to HIV/AIDS (and sanitation due to start) by using local community peer educators-cum-counselors and monitors.
4. Under *community microfinance and microenterprise development* we work with those partner groups in facilitating them to mobilize their own savings; develop prudent lending procedures for credit operations; train them in IGA management; network the groups with similar focus; and conduct participatory monitoring of their progress.
5. Under *consultancy services*, we provide professional services at market rates to able to pay organizations. This is in a diverse areas of development and policy research; training; intervention programming, monitoring and evaluation, and organizational development.

In all, the activity AFARD does with groups collectively includes the participatory [re]identification, promotion, design, implementation, monitoring, and evaluation of their entities with a focus on gender sensitive sustainable livelihoods. These are done through the following:

- *identifying and assessing gaps, needs and opportunities;*
- *providing technical assistance and training to grassroots entities in the development and implementation of their activities;*
- *promoting participatory development best practices by developing means to replicate successful, innovative, and cost -effective community -based activities;*
- *facilitating links between groups, government institutions and donor community;*
- *providing access to information so as to build awareness among grassroots entities on current development issues; and*
- *promoting philanthropic practices among corporations, other private sector entities, and individuals.*



## 4.0 PERFORMANCE IN 2005

In 2005, we were able to make a strategic move which have observable impacts. The challenges and lessons therefrom are thus the cornerstone for our continued collaboration for a better Nebbi to live in. Below are the achievements realized in the period.

### 4.1 ORGANIZATIONAL DEVELOPMENT OF PARTNER ORGANIZATIONS

AFARD's strengthening of groups is based on a number of facilitation cycles. Partner groups are identified in a process that involves enlisting group members' willingness for self-reliance and local leaders support. This is followed by a capacity self-assessment where each group assesses its capacity on seven thematic areas. The next stage is thus a facilitation to identify and plan for a self-project. To date there are 47 groups pursuing own-projects in various fields but with established leadership structures.



*Training of Agwechi Women's Group*

The key progress made is summarized as hereunder.

#### Achievements

- 15 community groups with 384 members (62% women) were identified and partnered with.
- Capacity building needs of the partner groups identified and core areas of need intervened into especially in leadership skills, conflict management, team building, and community relations. A total of 322 people (62% women) from 15 partner groups were trained in basic.
- Trained 15 CBOs with 384 members (63% women) in Erussi and Panyango in various organizational management skills.
- Trained 10 Parish Level Committees with 90 members and 9 Boat Management Committees with 45 members (50% women) in leadership skills.
- Trained 15 CBOs (with 384 members, 56% of whom women) in IGA-SPM. This similar training was conducted for 367 people (54% women) in 10 parishes in Erussi and Wadelai.
- Supported 13 groups to submit comprehensive project proposal to Gorta-Ireland; Embassy of Ireland, and Canadian Fund.

#### Impacts created

- Groups have opened membership to other people in the community.
- Leadership roles are now being shared with women especially in mixed groups.
- Group leaders are becoming accountable to their members.
- Group cohesion is increasing as member solidarity based on results produced in group action is being appreciated in the community.
- A good working relation is established with local government (both at the district and in Erussi sub county) and peer organizations (CARITAS, and Nebbi District Farmers' Association). The support from the Resident District Commissioner is encouraging too.
- Groups are a gateway for building acceptable gender sensitivity and community democratization process.



## 4.2 FOOD SECURITY PROMOTION

In 2004 AFARD together with Action Aid Nebbi intervened in promoting food security in Nebbi district. We saw food security as that based on 'Equitable 4A's – Availability, Adequacy, Acceptability, and Affordability of quality foods at all times by all household members regardless of social categorization'. People should, always, be able to either produce or buy the right food they need.

Although this project came to a hold, from it we learnt that: (i) there is massive food insecurity in many households; (ii) although farmers lack access to improved farming technologies their mindsets are anchored on subsistence production; and (iii) for positive impact to be realized there is need for technology promotion.

As such, in 2005 with funding support from Tudor Trust UK, worth UGX 120 million (i.e. British Pounds 40,000 earmarked for 2 years), we broaden our focus on working with thirty (30) community based organisations. The project strategy anchor on partnering with community based groups as contact points; developing demonstration sites on the group-owned facilities (land, houses, etc); liaising with extension officers in the areas to build a uniform message and emphasis on better production technologies; promoting an integrated approach of domestic-cum-market friendly crop and livestock production; and ensuring gender equity in the project.



Pre-harvest training in Irish potatoes handling



Local goat brought for mating with a Boar billy

For the start we have identified 15 partner groups in Nebbi Town Council, Erussi Sub county and Panyango sub county based on agroecological suitability of the areas for improved varieties – Boar goats, Irish potatoes, sweet potatoes, cassava, and bean; management outreach given the need to optimize efficiency; and the long standing partnership we had with some of the groups in other development facets.

The key progress made is summarized as hereunder.

### Achievements

- 15 community groups with 384 members (62% women) were identified and partnered with.
- Improved production inputs: 75 bags of cassava, 165 bags of sweet potatoes, 75 bags of Irish potatoes, 400 Kgs of beans, 35 improved Boar goats and 83 local goats supplied to the groups. Equally startup tick grease, amitrax and mineral licks were provided.
- Site demonstration on selected crops and livestock was conducted with 172 people (40% females) on the group fields.
- On-season training in crop weeds, pests and diseases and livestock diseases and parasites for increased yields was conducted with 256 people (54% females).





- Pre-harvest and post-harvest handling of Irish potatoes was held in 9 groups with 158 (37% females) with emphasis on pre-harvest and post-harvest handling of Irish potato in preparation for markets and next growing season (seed production).
- Seed curing support training was conducted in 9 groups with
- Entrepreneurship skills training was conducted in all groups with in order to change the attitudes of the people towards profit generation and to inculcate prudent business management skills.
- Nutrition education was held with on local food preparation, processing, storage and division.
- Routine monitoring was a basis for co-action. This was conducted in all groups but with more emphasis in Erussi than Panyango because of crop differences.
- Groups constructed improved goat pens; and adopted rules of castrating local he-goats.
- Due to small land sizes, some seeds were distributed directly to members who used own land to farm using group farm skills and practices; and also some used group seeds with individual member plots which all increased group cohesion
- Discussions are underway to secure joint seed curing and merger with Kabale Groups.
- Local government support lobbied to ensure increased seed provision by buying for PMA from AFARD partner groups

#### Impacts created

- Group members are adopting skills and practices learnt from group membership into their households.
- Specialty issues are emerging with some groups identifying seed production as a business.
- Adoption of improved livestock breeds has led to bye-law to have all local billy to be castrated.
- Community spin-off benefit is generated as local purchases inject money within the group's localities.

## 4.3 ATTACKING HIV/AIDS

### 4.3.1 Behavior Change Communication

In 2005 we continued with Lakeshore AIDS Initiative Project. A recent internal review of LAIP revealed that:

- LAIP's relevance fits within a broader HIV/AIDS implementation. It fits within one of AFARD's vision; responds greatly to the felt community needs; its implementation strategy has a balanced approach that integrates community felt needs with best practices upheld in community intervention; and finally, it is within the national HIV/AIDS framework developed by Uganda AIDS Commission.
- LAIP is functionally efficient. Its gross efficiency and operational efficiency during the project design was 31.7% and 19.7% respectively.<sup>1</sup> During the implementation of year-one activities a 42.1% and 22.7% gross and operational efficiency were attained respectively which once compared to the plan indicate a considerable level of resource utilization efficiency.
- The locally established structures (Peer Educators-cum-Counselors, Traditional Birth Attendants, Post Test Club, and drama group) are functionally viable. They are operating with minimal supervision.
- In terms of effectiveness, LAIP is on schedule with all the set targets were surpassed.

#### Observable Impacts

Comprehensive knowledge on HIV/AIDS is 100% in the project area. Besides, there is 'hunger for HIV/AIDS information' in the neighborhood of Dei. Besides, there are positive attitudes and practices towards AIDS as a disease; the need to beware of predisposing factors; and

<sup>1</sup> Gross efficiency is computed by adding capacity building cost to management cost and dividing to the entire project cost for the period while operational efficiency only considers management cost in the computation.





empathy for those infected and affected by the scourge. Religious leaders' have joined the crusade; sex that was hitherto a bedroom affair is now openly talked about just like condom. Steady sexual relations and condom use is on the increase. As such unsafe sex and the rate of sexual promiscuity have reduced; the community is also shunning away from certain cultural practices that promote HIV/AIDS spread e.g., wife inheritance, sharing of sharps objects, witchcrafts as AIDS cure, and taking care of the sick without protection; Traditional healers have also adopted proper practices that prevent predisposition to HIV/AIDS infection and are referring some clients for counseling; Trained TBAs are practicing safe maternal delivery techniques and are referring mothers for health unit based post-natal services; Many pregnant mothers know the risk of mother-to-child transmission; and a Post Test Club is established and PLWA are shunning stigmatization

#### 4.3.2 Family Oriented OVC Support

Under this component, there are two interventions in Dei and Erussi and Wadelai respectively. Importantly, in both cases a family-centred approach as opposed to where a child-centered approach is used. This is in line with the OVC Policy, this project is realigned to ensure the social protection of OVCs through: (i) engaging children to pursue a purposeful future; (ii) enabling families and communities take responsibilities for their children while seeing external help as just a complement; (iii) promoting local ownership; and (iv) ensuring equality between males and females and among children to ensure that the vulnerable too reach where other children are.



*Fishing scheme started for OVC support in Dei fishing village*

##### In Dei fishing village

With Canada Fund for Local Initiative, we were able to undertake an OVC support project in Dei fishing village. The objective of this project is 'to facilitate the school going children in Dei village to remain in school thereby reducing their vulnerability to HIV/AIDS through enhancing the community capacity to generate income to meet their [children's] needs'. By so doing, the project envisaged to reduce drop-out rate; create awareness on HIV/AIDS; reduce teenage motherhood; and strengthen household capacity to meet basic services.

##### Achievements

- 9 Boat Management Committees (with 45 people) were elected and trained.
- All the 9 boats with nets were procured and launched.
- The boat management system was reviewed to suit the on-going local practices.
- A bank account was opened and UGX 200,000 banked.
- Life skills education was provided to 224 children.
- Children's rights education was provided to 2100 people.

##### Impacts

- Community enforcement of local rules against child engagement in fishing on school days.
- Active children participation in schools.
- A number of persons living with HIV/AIDS are publicly declaring their status and joining the only Post Test



Club started in the area under Lakeshore AIDS Initiative Project (LAIP).

- The project experience enabled AFARD to team up with CARITAS to access funding from UNICEF worth UGX 297 million.
- Increased community acceptance of HIV/AIDS and commitment towards collective support to OVCs and PLWAs
- Community gradual acceptance that women too can own assets, command their use, and men can along the way share in such responsibilities with women.

### In Erussi and Wadelai Sub counties

In conjunction with CARITAS – Nebbi and UNICEF-GoU Country Programme we are implementing a joint Orphans and Vulnerable Children (OVC) Support Project. This pilot project is for one-year (September 2005- August 2006). It is family focused and livelihood sustainability oriented; covering all the 10 parishes in Wadelai and Erussi Sub counties. The project purpose is to contribute to the reduction of vulnerability of boys and girls through strengthening family capacity and community support to provide basic social services.

In the year, we have been able to realize the followings:

#### **Achievements**

- A cordial working relation is established with local governments and other CSOs.
- 10 parish communities with 603 people (29.2% women) were debriefed about the project.
- Community representatives and links composed of 90 PLCs (43.4% women) and 20 PECs (50% women) were elected and trained on their roles.
- PLCs identified 79 vulnerable families (30 in Wadelai and 49 in Erussi)<sup>2</sup> together with 400 OVCs in-schools (50% girls) and 70 out of school OVCs (57% girls) to benefit from the project.
- Educational support were provide to 400 in-school OVCs (196 boys and 204 girls) in terms of 4000 exercise books, 800 pens, 810 pencils, 400 school bag, and 400 mathematical sets.
- Vocational skills training are being provided in carpentry to 30 boys and in tailoring to 40 girls by Foundation for Rural Development through Skills (FORUDES) and Unique Attractions and Fashion Designers respectively.
- Entrepreneurship skills training was provided to 343 people (43.7% women) and 24 members of the PLCs in order for them to be able to select, plan, and manage enterprises with a profit motive in order to invest in the consumption, production, and investment of other livelihood assets.
- Life skills training was provided to 100 youths (50% girls) and 32 PLC members.
- The PECs have provided psychosocial support to 2,061 people with peer education conducted among 1,602 people (48.1% females) and 459 (50.8% females) were counseled.
- 2 advocacy meetings held with the 100 people (25% women) in the sub county local governments of Erussi and Wadelai with both accepting to adopt an OVC sensitive budget in 2006 plans.
- Community dialogue held in 10 parishes with 500 people (49% women) on a multi-actor approach to building a sustainable livelihood for OVCs.
- Joint monitoring with local government politicians and technical staff conducted.

#### **Impacts**

- Local government and the communities have accepted the project
- Manipulations of project beneficiaries eliminated
- Parental support to education expressed; student determination to work hard increased; pride in the project shown
- OVCs appreciate the vocational skills they are getting and state they will be able to fend for

<sup>2</sup> This lot excludes those who will participate in IGA training and benefit from the supply of mosquito nets.



themselves in a sustainable way

- Value of education instilled in OVCs
- Community members aware of the plight of OVCs and community responsibilities to OVC rights
- Local government staff made commitment to mainstream OVC in plans and budget
- Self- stigmatization reduced among foster families and OVC
- Parenting skills improved
- OVCs can assertively integrate in society by withstanding peer pressure and avoiding adult exploitation



*A vulnerable family headed by a widow identified for support under OVC Support Project in Erussi sub county, Nebbi district*



*Male OVC under carpentry training are engaged in roofing work*



*OVCs in school pausing for a photo after receiving scholastic materials*



*Female OVCs displaying their tailoring skills products*





## 4.4 COMMUNITY MICROENTERPRISE DEVELOPMENT

In 2002 a component of group savings and credit schemes with microenterprise development was started as a pilot project. This project was designed to provide the groups access to seed-fund for member IGA; expose groups to savings and credit management; inculcate in members prudent business management skills; but above all to lay a foundation for a future group-owned and controlled sustainable financial services. With a seed fund of UGX 25 million from Gorta-Ireland in July 2002 the first batch of loans were disbursed to 8 pilot groups. Members set the operational guidelines and conditions during a joint stakeholders' meeting.

A total of UGX 52,955,000 was given as loan (indicating an increase in loan value of UGX 27,955,000).<sup>3</sup> UGX 18,765,000 is a portfolio at risk. For details on new trainings conducted see OVC support families in Wadelai and Erussi and food security.

*Group training in Income selection, planning and management skills in Erussi sub county*



However, the scheme performance at the individual group member levels has been weakened by the persistent war in Democratic Republic of Congo that blocked agricultural produce supplies; the failure by Coffee Development Authority (CDA) to buy and pay for coffee seedlings; inadequate monitoring by AFARD personnel due to the reliance on group loan committees; and the politicization of the scheme.

The loan has been able to improve their livelihoods of the borrowers. Group members especially women bought livestock that were initially seen as male domain; paid medical bills and school fees for their family members and for girl's education respectively; bought new clothes for themselves and their children; and are able to buy nutritious foods as fish and meat occasionally. Finally, solidarity and social cohesion among group members has increased.

## 4.5 CONSULTANCY SERVICES

In the year, there were few consultancy services. The main source of work with local governments in the past was affected by the policy of central government sourcing for consultants for local governments. Our major challenge remains a weak marketing strategy.

## 5.0 REFLECTIVE LEARNING AND PROGRAMME ADAPTATION

The year 2005 has been a critical learning point for AFARD's commitment to capacity building of local organisations as well as for internal learning and programme adaptations. While initially we pursued the 4-themes of 1= Institutional building, 2= Food security, 3= Income

<sup>3</sup> Given that this is a revolving fund with 10% interest rate payable after the loan period, this increased value includes the UGX 25 million seed fund, which certainly is a low growth rate.





generation, and 4= Improved health as stand alone entities, in 2005 through interactive learning with the partner groups we recognized the importance of sectoral mainstreaming. As such, areas 1 and 3 became an indispensable component that every partner needed to pursue. In working through CBOs, sector 1 could not yield valuable returns to members save for a wider community democratization for which members accord minimal expectations and sector 3 can not be expected to exist in isolation of the intended results. Such learning made AFARD in 2005 to pursue all its programmes within the two primary themes (plausible niche grounds) of sectors 2 and 4. Impliedly, while all partners embrace the theme of their interest we have continued to refocus our energies into ensuring that all partners pursue a theme with core ingredients of organizational strengthening and own incomes.



*Facilitating community dialogue meeting*



*A new Field Staff (Emmanuel Okecha) on a hands -on computer skills coaching*

AFARD also imaged up in 2005. With a keen challenge paused by the team under the slogan 'Lets be starters and other Follow' we worked with determination to ensure that we learnt from out different history, strategies, and results in order to pursue a future that can make AFARD acceptable, relevant, and unique in the market. Accordingly, we accomplished the following:

- Conducted an Audit of FY 2004.
- Designed a website ([www.afard.net](http://www.afard.net)) for which we secured a server upload in the Netherlands in CIDIN.
- Procured a computer set and satellite phone with internet access. Underway for procurement are a mini-safe for small cash storage, fencing and electricity connection on the WenReco grid.
- Maintained our associational membership in various network organizations. Besides, AFARD is providing a network link for 8 partner agencies identified by Gorta-Ireland for a Step-wise Development Approach.
- Secured two Field Officers under UNICEF supported OVC project for one year. Internally, we also secured another one year fulltime service of another Field Officer on the Tudor Trust funded Food Security Project.
- Provided an internship position to three University students from Italy, Holland, and Uganda.
- Adopted a routine staff performance monitoring system based on weekly target achievements.
- Piloted joint programme implementation strategy for CSOs starting with CARITAS-Nebbi under the UNICEF funded OVC Support Project.



## 6.0 FINANCIAL STATUS

AFARD registered a marked increase in its funds in 2005. Income increased from UGX 174,999,261 in 2004 to UGX 537,278,099 mainly due to the diversification of funding sources and positive marketing strategy. Our main sources of funds remained locally generated from membership fees, annual members' subscription fees, other members' contributions, secretarial services and grants. The challenge with consultancy remained largely with the centralization of local government contracts where firms were vetted by central ministry agencies whose openness in the process we strongly doubt.

Income sources	2003	2004	2005
Total <sup>4</sup>	144,096,436	174,999,261	537,278,099
Grants and donations	55,894,836	83,386,987	492,455,469
Member contributions	2,590,000	5,571,000	33,572,630
Secretarial services	2,796,000	7,229,100	3,324,000
Savings and credit scheme	31,067,900	24,950,000	4,600,000
Consultancy services	51,747,700	46,967,800	3,326,000

We are grateful for the support from the following organizations towards our programme in 2005, namely:

- UNICEF = UGX 255,664,920
- Development Cooperation Irelands = UGX 75,999,676
- Tudor Trust, UK = UGX 62,520,000
- Canada Fund for Local Initiatives = UGX 34,987,454
- Human Rights Network (U) = UGX 32,985,000
- Mariastroot Fonds, The Netherlands = UGX 21,917,240<sup>5</sup>
- Overall Stichting, The Netherlands = UGX 6,752,335
- Haella Stichting, The Netherlands = UGX 1,628,844

The focus of our programme funding has always been on direct project cost. Minimal support towards administrative cost

Our various income sources are shown in the chart below. In terms of expenses, we spent only 1% on personnel, 12% on capital investments; and 87% directly on programme implementation. The low staff cost is because of the few salaried personnel while majority of the people are volunteers who ideally work on performance related allowances.

<sup>4</sup> Values exclude balance carried forward from the previous year.

<sup>5</sup> This was an open fund for AFARD to allocate in its core needs. In deed it has helped meet organizational strengthening needs – tooling, staff training, programme co-funding and monitoring; and OVC Income generation fishing scheme.



## Challenges

- The consultancy marketing strategy has not yet been fully developed.
- AFARD has not embarked on its sustainability plan where it can generate income locally for most of its activities including staff development fund for which many donors are less willing to support.
- Community financing towards social development is minimal and mainly in areas that least affects execution.
- AFARD has for long depended on the voluntarism of its Founder Members. This strategy seems to have outstretched its limit. The volunteers too need food on their table let alone meeting their due obligations. In the long run, AFARD will have to secure a permanent source of funds with which to meet and internally and externally equitable and acceptable staff remuneration.

## 7.0 PLANS FOR 2006

Below is a summary of activities planned to be undertaken in 2006.

- Review of the current 3-year strategic plan for the next 3 years (2007-09).
- Renewal of our NGO registration certificate.
- Renewal of networks' membership status.
- Hand-over of Dei OVC Support Project to the community.
- Completion of LAIP and hand-over to Dei community. Avenues are being explored to upscale into the entire Panyimur sub county since the control annual evaluation revealed a more pathetic conditions in Singla landing site.
- Completion of OVC Support Project and hand over to Erussi and Wadelai Communities. Attempts are also being made to explore an upscale of this project within the same areas and into some new sub counties but more will depend on the evaluation findings.
- Completion of phase 1 Food security project and discussion for phase II.
- Developing a marketing strategy for consultancy services beyond Nebbi district.
- Employing 1 permanent and salaried Programme Manager.
- Developing a sustainability plan and pursuing it.
- Developing a long term development programme and seeking donor funding for it.



## 8.0 WHO MANAGES AFARD

AFARD is managed by a Board of Directors (at the policy level) and a technical team composed of qualified professional who have lived and worked in the region for a minimum of 10 years (at the programme level) assisted by experienced community facilitators and volunteers (at the utility level).

### (a) Members of the Board of Directors



Rev. Fr. Geoffrey Ocamgiu  
(Chairperson)



Mr. Kura Vasco  
(Vice Chairperson)

His Grace Henry Luke  
Orombi  
(Member)



Mr. Ogenrwoth Sam  
(Member).

Ms. Alarango Florence  
(Member)



Mike B. Okecha  
(Lawyer)

### (b) Technical Team in AFARD



Dr. Sam Orochi Orach



Cwinyaa Wilfred



Drs. Alfred Lakwo





Atona E. Alex



Fr. Ayelangom Juvenale



Okecha Y. Emmanuel



Uyirwoth Norbert



Janey Watango



Biwinjire Gladies