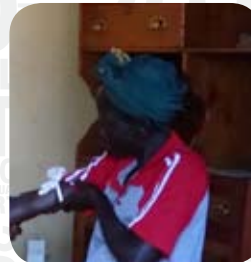


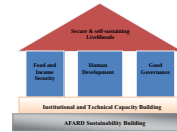


West Nile Development Initiative (WENDI)  
*Transforming Livelihoods*

# 2010 ANNUAL REPORT



**PREPARED BY:**  
Dr. Alfred Lakwo | Programme Director  
Agency for Accelerated Regional Development  
(AFARD)  
December 22, 2010



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# ACRONYMS

AFARD	=	Agency for Accelerated Regional Development
AIDS	=	Acquired Immunodeficiency Syndrome
ART	=	Anti Retro Viral Treatment
BCCE	=	Behavior Change Communication and Education
BO	=	Beneficiary Organization
BoM	=	Beneficiary Organization Members
CDO	=	Community Development Office(r)
CHFA	=	Community Health Frontline Advisor
DMO	=	District Medical Office(r)
DWO	=	District Water Office(r)
FCM	=	Facility Management Committee
FO	=	Field Officer
HIV	=	Human Immunodeficiency Virus
IGA	=	Income Generating Activities
JOYODI	=	Jonam Youth Development Initiative
KRA	=	Key Result Area
LCs	=	Local (Village) Council
LLG	=	Lower Local Government
M+E	=	Monitoring and Evaluation
NGO	=	Non-governmental organizations
OATC	=	Odokibo Agricultural Training Centre
OVC	=	Orphans and Vulnerable Children
PTC	=	Post Test Club
PLWA	=	Persons Living with HIV/AIDS
POCA	=	Participatory Organizational Capacity Assessment
UGX	=	Uganda Shillings
VCT	=	Voluntary Counseling and Testing
VV	=	Village Volunteers
WENDI	=	West Nile Development Initiative

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## A Quick Scan of WENDI Performance in 2010

From April 2009, gorta and AFARD partnered to implement the West Nile Development Initiative (WENDI) programme in the West Nile region of Uganda. Now in its second year, WENDI is benefitting 82 Beneficiary Organizations (BOs) with 10,828 households (54% represented by women) and 73,958 people (51% females). About 6,000 non-BO member households benefit from community-wide projects. In the year, WENDI deepened the gains made in 2009 as shown below:

### 1. For BO member households:

- 83% eat 3 decent meals a day and eat as a family (26% at baseline).
- 9% have cash saving worth ≥ UGX 1 million (1% at baseline).
- 75% have access to safe drinking water (33% at baseline); 95% have own pit latrines (74% at baseline); 9% live in iron-roofed houses (0% at baseline); 44% now own bicycles (8% at baseline), 52% own radios (10% at baseline) and 32% own mobile phones (7% at baseline).

### 2. For BO member household population:

- 100% are using long lasting insecticide treated mosquito nets (49% at baseline).
- 47% tested their HIV status (37% at baseline).
- Malarial disease declined among children from 65% in 2009 to 20%.
- 96% of school age children (6-19 years old) are enrolled in schools (86% at baseline).

### 3. The programme also:

- Enhanced the financial sustainability of 82 BOs who, from scratch, now have own local funds totaling UGX 890 million (€ 282,581).
- Strengthened AFARD's outreach, legitimacy, visibility and political support.
- Improved **gorta's** visibility and impact in the region and country.

# 1 INTRODUCTION

The West Nile region is located in northern Uganda. It has 8 district local governments (Nebbi, Zombo, Arua, Koboko, Maracha, Yumbe, Moyo and Adjumani) and more than 2.2 people who are predominantly (90%) rural and much poorer than the rest of the people in Uganda. Six in ten people, as compared to only three nationally, live below the national poverty line. Only 59% of adults are literate as compared to 73% nationally. The people also die younger at 46 years as compared to 52 years nationally.

The West Nile Development Initiative (WENDI), a 7-year integrated area-based development programme funded by gorta and implemented by AFARD in West Nile therefore aims at 'empowering rural marginalized communities in West Nile to transform their energies for the attainment of secure and self-sustaining livelihoods'. WENDI strives to enable its beneficiaries achieve food and income/economic security, human development, and good governance (see Box 1 below).

## **Box 1: WENDI Intervention Focus**

WENDI envisions active citizens' households and organizations able to equitably and sustainably enjoy:

- (i) Food Security- Eat nutritious foods, as a family, at least three times a day;
- (ii) Income/Economic Security- Live in descent homes and accumulate adequate financial and material assets;
- (iii) Health Security- Suffer less from preventable diseases and deaths;
- (iv) Education security- Attain literacy and employable skills; and
- (v) Good governance - Exhibit voice and choice in the governance of their groups and communities.
- (vi) At a broader level, WENDI strives to have AFARD that is visible, impacting on poverty reduction, and less donor-dependent (Not fully implemented in 2010).

The first year of WENDI implementation was in 2009 (April 2009 – March 2010 under grant # UGA/1906/09). During the year, (i) 51 Beneficiary Organizations (BOs) with 7,583 households were supported; (ii) an Operation Guidelines was developed and disseminated; (iii) a simplified book-keeping and accounting system was developed and BOs trained on their use; (iv) BO compliance checklist was instituted and operationalized; and (v) a model home/village standard was agreed upon, which all BOs strive to attain.

The WENDI programme implementation took root within the BOs thereby winning support from the various sub county and district local governments. These achievements were consolidated in the second year of implementation 2010 (June – December 2010 under grant # UGA/1982/10) wherein there was a marked increase in both the number of BOs from 51 to 82, benefiting households increased from 7,583 to 10,828 and direct beneficiaries rose from 49,067 people to 73,958 people (see annex 1). Important to note is that this increased outreach was achieved with cost efficiency. The gross cost per capita declined from €215 to €96 per member household and from €33 to €14 per direct beneficiary household population in year 1 and year 2 respectively.

This report, therefore, shows WENDI's cumulative achievements to date. It covers the attainment of annual targets (outputs and outcomes), the challenges faced, and lessons learned. The financial statement and way forward for improving performance and deepening impacts in 2011 are also presented.



## 2 PREPARATORY ACTIVITIES

To initiate the process of WENDI implementation in the year (2010), a number of activities were undertaken, namely:

### 2.1 *Deepening impacts strategy meeting for staff*

The impressive achievements of year one called for the need to: (a) consolidate impacts in old BOs; and (b) adopt lesson- and result-driven implementation approach in new BOs. As a result, a staff brainstorming meeting was held in Nebbi. Using the annual review findings, annual report 2009 and annual plan 2010, this meeting identified focus and pertinent strategies after assessing key competencies of all staff. For instance, it was noted that to strengthen new staff members, there was need for joint actions where Nebbi, Yumbe and Rhinocamp staff work as a team in the different areas. Top management was tasked to backstop each team process through joint induction and common message development. The meeting also re-examined the critical WENDI focus – food, health, girls' education and asset accumulation (see Annex 2). Finally, a comprehensive action plan was drawn with responsibilities assigned to different staff members.

### 2.2 *Board Committee Meeting*

WENDI 2010 plan and budget was approved by gorta in May 2010. This was after the approval of the same by AFARD's Board in its December 2009 meeting. Given the budget review, it became important to brief AFARD's Board Committee on the changes. This was the primary object of the meeting. However, the meeting also discussed procurement issues under WENDI 2010. Further, it adopted gorta's advice on consolidated salary payment to staff from allowances and discussed the strategies for doing so. Finally, it approved the employment of Field Officer (FO) Obongi but sanctioned further employment of FOs for crops and livestock in Yumbe given the indicative annual budget performance.

### 2.3 *Employment of Field Officers*

Following the Board meeting of December 2009 and WENDI year 1 review, it was decided that all staff become full time with all mandatory emoluments – salaries, medical insurance, and NSSF (social security fund). A participatory review of the performance capability of all FOs was conducted in which strengths, gaps, synergies, and capacity building needs were discussed. Then, a contract was signed with all staff for the period April – December 2010. BOs were also assigned to specific FOs for mentoring and monitoring with due care of technical competencies, main BO focus, and distance (especially for female FOs).

### 2.4 *Debriefing of BO leaders*

Once fund was disbursed by gorta, district network meetings for BO leaders and local government officials were held in Nebbi, Yumbe, Rhinocamp and Obongi. The latter two were newly launched to help coordinate the operations of all BOs in the areas. In the meetings, annual report 2009/10 and 2010 annual plans and budgets were explained and copies distributed to all leaders. Information on the funds available for the year as well as the disbursement procedures was also disseminated. The area Field Officers were also introduced. Further, AFARD-BO agreements were provided for leaders to sign after their discussions with members. Also selected were the Central Procurement Committees (charged with coordinating the procurement of cassava cuttings). Finally, the rules of engagement were highlighted to ensure compliance with WENDI demands especially in the areas of collective responsibility for financial management, impact achievement, resource mobilization, relationship with local governments and information management.

### 2.5 *Information sharing with local governments*

The Local Government Act 1997 (amended) requires all NGOs to share their plans and budgets with local governments in which they are operational. The plans are later integrated into the district and sub county plans and budgets. After 2.4 above, copies of AFARD Consolidated Plan and Budget 2010 were circulated to all District and Sub County officials. (Thereafter, progress reports were shared on a quarterly basis in addition to facilitating the leaders to pay monitoring visits to the BOs)



## **2.6    *Initiation of AFARD-based procurements***

The long spell between planning and disbursement of funds compounded by the early return of rain necessitated timely delivery of basic inputs that AFARD was to procure centrally. As a result, the Finance team, flagged by the Board Committee, conducted restrictive bidding for the procurement of motor cycles, mobile phones, and mosquito nets. These inputs were delivered either on the day of BO induction or immediately thereafter. Indeed, it built confidence among the programme beneficiaries especially in the new areas that had not interacted with WENDI before.

## **2.7    *Disbursement of funds***

Given the timely release of funds by gorta, AFARD too made a timely disbursement of funds to all BOs bank accounts using telegraphic transfers. Of the UGX 3 billion annual budget, UGX 1,2 billion was disbursed to BOs. See part 5 for financial details.

With the above, the ground was set for WENDI 2010 implementation. The induction of BO members, therefore, marked the start of full blown implementation process. Below are the progress made by Key Result Area followed by findings of field monitoring conducted by local government officials and AFARD Board and management as well as BO data collection using Monitoring, Reporting, Accounting and Learning Tool (MRAL Tool) and BO-based reviews.

### 3 ACHIEVEMENT OF OUTPUTS

WENDI has 6 thematic areas of intervention, namely:

- (i) Food security that is concerned with sustainable agriculture enhancement;
- (ii) Income/economic security focusing on microenterprise development and community microfinancing (livelihoods);
- (iii) Human Development that covers safe water and sanitation, HIV/AIDS prevention and mitigation, and education participation;
- (iv) Good governance that dwells on citizenship building and political participation;
- (v) Technical and institutional development addressing BO strengthening, networking and coordination; and
- (vi) AFARD sustainability primarily targeting the enhancement of AFARD's financial and organizational sustainability.

Apart from the good governance component that has not been fully implemented, in 2010 the programme:

- Operated in five (5) district local governments of Nebbi, Zombo, Arua, Yumbe and Moyo in 24 lower local governments (LLGs).
- Reached out to 10,828 households<sup>1</sup> with a total of 73,958 household population (of who 51% were females, 75% married, 25% youths, 20% women in reproductive age-group 15-49 years, 10% orphans and vulnerable children, 1% PLWA, and 5% aged).

Below is what the programme was able to achieve in the year in the various thematic areas.

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<sup>1</sup>: This number excludes the additional 6,000 households benefiting from safe water facilities and the classrooms constructed. It however excludes those benefiting from borrowed seeds, planting materials and cross breeding of local nannies with the BO Boer goats.

### 3.1 Food Security



Distribution of jointly procured bean seeds in Yumbe (Photo: B. Alex).



AFARD team inspecting Irish potato garden of Menze (Photo: O. Fiona)



Nutrition education (Photo: Sr. R. Orach)

In 2010, two critical challenges formed the focus of sustainable agriculture enhancement. First, the uptake of 34 new BOs meant an engagement with subsistence, food insecure farmers without any access to improved inputs and skills. Second, challenges from 2009 had to be addressed: poor land-use decisions, low adherence to technical advice that resulted into low yields and slower gains with respect to nutrition; weak seed banking culture that would mean procuring seed every year for the BOs; lack of bulk marketing strategies; and high death rate of kids as well as untimely sales of goats at lower prices.

#### ***The interventions***

- New BOs were provided with key inputs that could promote food security. These included farm tools that many peasant farmers lacked (e.g., new hoes) and high-yielding, drought-resistant, non-GMO and marketable crop varieties like cassava, beans, maize, and rice. Quick maturing and high-weight Boer goats were also provided only to BOs that did not receive goats in year 1. These goats were meant for crossbreeding with local nannies. The procurement of the inputs were coordinated by the FOs in-charge of the BOs. For instance, other than Mawa, Oruku and Naku, all the other BOs that grew beans had their seeds procured from Victoria Seeds Ltd.
- Skills training in better and sustainable agronomic and livestock management practices were also provided to enable the BO members effectively optimize returns from the new varieties. The trainings were conducted in the BO's demo gardens and at a time when the trainings would be put to immediate use in the farmers' fields. Fines were imposed on training defaulters.
- Nutrition education was conducted in all new BO targeting couples with the aim of promoting effective utilization of locally available food varieties, equitable food sharing practices and enhancing diversification of foods eaten
- Intensified routine visits by AFARD Field Officers and top management to BO and BoM gardens to ensure that trainings were being put to use.
- A firm position that all BOs and BoMs who already received seeds and planting materials in year 1 must grow what they harvested. Exceptions were only provided for BOs that suffered drought in year 1. Further, BoMs were made aware of the difference between buying 'produce from open market' and 'seeds from dealer shops' for planting and it was made clear WENDI funds were not for buying produce.

For output details see table 1 below.

**Table 1: Achievements of food security outputs**

Objective/ Activity	Type	Target	Actual	Success rate	Remarks	Outreach <sup>1</sup>			
						BO	Male	Female	Total
Key Result Area 1: Access to sustainable and improved agro-technologies increased.									
1.1 Provide agro-inputs <sup>2</sup> .									
- Cassava	Bags	19,897	21,577	109%	Due to large field sizes opened at both BO and household levels, more cuttings were procured. This was also because the joint procurement reduced cost from UGX 20,000 per bag to UGX 15,000.	51			4,505
- Beans	Kgs	54,198	54,044	99.7%	Shortfall is because seeds were procured according to the land sizes opened.	36			3,010
- Soya beans	Kgs	11,421	9,969	87.3%	Same as above	6			792
- Groundnuts	Kgs	3,408	8,389	246%	Many new BOs in Obongi and Rhinocamp saw this as income generating ventures and thus they opened large land for which seeds were mandatorily procured.	8			630
- Simsim	Kgs	5,764	8,311	144%	The bumper harvest in 2009 witnessed a marked drop in price and this drove many BOs to shift to ground nuts.	20			2,031
- Maize	Kgs	20,965	13,718	66.45%	The projected procurement was executed in May 2010 (under WENDI 2009). This figure is balance carried forward.	22			1,972
- Irish potatoes	Basins	1,185	100	8.4%	OATC's massive loss of 30 acres of cassava due to heavy rain in 2009 led to a shift to rice production.	9			674
- Rice	Kgs	840	1,680	200%	The weather conditions led to change to simsim.	1			-
- Millet	Kgs	324	-	0%	Priority in Rhinocamp was given to simsim	0			-
- Sorghum	Kgs	1,784	1,329	74.5%	Variation catered for members who withdrew because gorta funds delayed to come by April 2010.	4			323
- Hand hoes	Units	8,798	8,791	99.9%	Mawa procured the pump from savings on cassava for use in beans production. The pumps will also be useful under the production for market in 2011.	55			4,368
- Spray pumps	Units	-	4			1			100
1.2 Provide livestock									
- Local nannies**	Units	8,618	8,571	99.5%	Variation catered for members who withdrew because gorta funds delayed to come by April 2010.	53			4,401
- Boer goats	Units	22	22	100%	Goats were procured from Fort Portal after all BOs built their goat pens and were trained in basic management skills.	11			-
1.3 Train in agronomy									
- Old 48 BOs	Sessions	116	114	98%	OATC and Dei PTC were excluded from the training because the former had its own project paid extension staff and the latter did not undertake farming	80	7,875	5,719	13,594
- New 34 BOs									
1.4 Train livestock management									
- Old 48 BOs	Sessions	116	114	98%	As above	80	1,645	1,805	3,450
- New 34 BOs									
1.5 Train trainers in energy saving stove	BOs/Trainees	80/246	80/246	100%	A trainer was outsourced and he conducted the training in the 5 districts. The trained people are to socially market the stoves on a fee-for-service (F4S) basis. Thus, they are charging an average cost of UGX 3,000 per stove. From the 1,615 improved stoves they made so far, they were able to earn UGX 5,151,756.	80	106	140	246
KRA 2: BOs & BoMs secured better marketing margins									
2.1 Train in bulk marketing					This training is deferred to 2011 because AFARD staff needs to be trained by SNV after the production for the market driven business plan is well laid with clear bulking procedures. Its fund, however, has been requested for reallocation for the procurement of solar power and a photo copier for Yumbe office.				
- Old 48 BOs	Sessions	82	-	0%					
- New 34 BOs									
Key Result Area 3: Knowledge and practice of better nutrition improved.									
3.1 Conduct nutrition education	New BOs	34	34	100%	The training was conducted in all the 34 new BOs in line with the nutrition guidelines produced for the programme. The trainers were hired from the districts and Caritas Nebbi. This training was aided by practical demonstrations and 6,000 posters (not distributed to OATC and Panyimur). It revealed that men, ignorantly, avoid eating leafy greens and fruits.	34			
3.2 Produce nutrition education poster	Copies	2000	6000	300%		80			

2 Outreach is presented as per the number of BO, households or BoMs who benefited from the programme. Figures are for inputs that WENDI approved and were actually delivered.  
3 Worth noting is that seeds and planting materials were provided according to the actual land opened for the crop after an assessment by the BO Production Committees and verification by the FOs. Adjustments were also made in view of the weather conditions.

## ***Visible results***

The BO household survey and BO reviews found out the following changes:

- Increased acreage of land opened both at BO level (6-10 acres) and household level (1-3 acres). Exceptionally, Ndara opened 24 acres and Kwerkabucan 18 acres.
- The use of animal traction has enabled BoMs to have more land. On average, BOs with animal traction have 4 acres of land per household as compared to an acre for BOs without.
- Increase in the rate of adoption of modern recommended agronomic practices (e.g. early primary tillage, planting in line, and proper spacing.)
- Better yields were attained for cassava, beans, sorghum, and groundnuts.
- Use of own seeds and planting materials and bulking for seed security has been adopted by some BOs especially for marketable crops (simsim, rice, Irish potatoes, g-nuts and beans).
- 100% of BoM households involved in farming have goats (on average 5 goats per households with 6% of the goats being cross breeds). And 5% of the goats were sold at a fair market price (average UGX 66,965) for UGX 160.6 million. Meanwhile 7% was used on social issues saving households about UGX 232.4 million.
- 83% of the total households (and 98% of old BO households) eat 3 decent meals in a day.

## ***Key challenges***

The following setbacks were witnessed:

- Inadequate rainfall in the planting season affected germination in Bandili, Jupugetha, Oruku, Pakadha, Maduga north/south, Ndara, Pongo and Sirinmgbu while floods in September and October affected Yumbe BOs – Iyigobu, Lodonga, Omba, OATC and Injanyagaku. In Murusi axis the floods destroyed over 800 acres of cassava.
- High death rates of goats 14% (11% for local kids and 4% for cross breed kids) continue to hamper effective increase in the number of livestock per household. This is in part due to failure to provide supplementary feeding, good accommodation and veterinary support.
- Drop in price of produce affected household incomes of many BoMs e.g. cassava flour now cost UGX 2,500 per basin when in the past it was UGX 12,000 .
- Bulking approach for seed security and market advantage has not taken off effectively in many BOs.

## ***Lessons learned***

A critical lesson learned in the year is that once households have a fair state of food security, they switch production focus for the market. Such a change to market-orientation, however calls for caution to ensure that a stable food security status is maintained at the household level in order for the incomes earned from farming to be translated into economic security.

## Case Study 1: Building Seed Security in BOs

AFARD started implementing the WENDI programme in 2009. With food security as the main activity, BOs were provided with improved seeds and planting materials. This input was accompanied by training in recommended agronomic practices. One such training was on seed selection and safe storage (seed security) as a strategy for building a sustainable household seed supply. This was important because many households suffered food insecurity in the past because they had no ready seeds to plant when the rains came. They were compelled to beg for seeds from relatives or to buy from the market. Even such purchases were mainly of produce and not seeds. No doubt, yields would be low leading to severe food shortage.

However, many households took it for granted that WENDI would continue to provide them with improved seeds every year. They did not bother to safely store seeds. Such an attitude emanated from the high dependency syndrome of people especially in Yumbe developed in engaging with NGOs when they returned from exile in Southern Sudan and DR Congo. It was also perpetuated, said Mr. Asiku, by the failed cooperative societies that gave their members seeds and other agro-inputs year in and year out.

With the above in mind, AFARD started sensitization on the importance of keeping some seeds for next planting, since AFARD would not supply seeds to its beneficiaries each year. BOs and their members had to be independent if they were to sustain food production. The suitable strategy was seed bulking at BO level and seed selection and preservation at household level. Early adopters such as Lodonga group were closely observed to see how they were operating their seed bank and they were given opportunity to share their experiences with other BOs during network meetings.

Hard realities came in 2010 when the approved WENDI budget only catered for seeds for new BOs and only BOs where drought affected yields tremendously in 2009. Such a change enabled many BO members realize that failure to secure seeds means reverting to food insecurity in the future.

Today, BOs in Yumbe interested growing beans for the market have voluntarily initiated seed bulking. In Aupi for instance, for every kilogram of seeds a member receives, s/he brings back 5 Kgs. As such, there is timely and right quantity of seeds stored for both BO and BO members.

Apart from group based bulking, households also have individually started to secure their seeds. Mr. Alfons Okoku (pictured above) shows how he is keeping his maize seed for the coming season. He says when kept using such age old indigenous technology, the seeds are not prone to pest attack, the viability is maintained and the seeds are well cured with the open air circulation.

**Flavia J. Vuni and Kemiss O. Pimundu**



The Chairman, Aupi Apo inspecting beans bulked for seeds  
(Photo by: J.V. Flavia)



Mr. Alfons Okoku showing how he is securing his maize seeds for next season (Photo by: P.O. Kemiss)

*Today, BOs in Yumbe interested in growing beans for the market have voluntarily initiated seed bulking*



### 3.2 *Income/Economic Security*



Loan access (Photo M. Edna)



Value addition in Nyaravur (Photo C. Wilfred)



Produce marketing ( Photo C. Wilfred)

Income/economic insecurity is a fact of life in West Nile. Subsistence farming alone has for long failed to secure livelihoods for the poor. Yet diversification of livelihood activities is curtailed by financial exclusion. In Uganda, 62% of the people are financially excluded. WENDI outreach areas are neither attractive to formal financial services providers nor do they have moneylenders. Only 24.1% of the households in 2009 had micro businesses, which they operated mainly as informal enterprises. As a result in 2009 Community Microfinancing was introduced in order to enable WENDI members boost their microenterprises. The scheme, however, faced numerous challenges including: diversified lending strategies used by different BOs, inadequate loan portfolio, and inappropriate investments of money borrowed making repayment problematic.

#### ***The interventions***

To solve the above challenges as well as ensuring that new BOs started on a sound footing, in 2010, WENDI focused on:

- Developing and inducting BO members on a harmonized lending guideline to ensure conformity and comparability over time.
- Enforcing strict adherence to the harmonized guidelines wherein loan transactions are handled in public. For instance, where repayments were <85% a ban was imposed on further lending until a targeted repayment was achieved.
- Setting local resource mobilization targets of UGX 5 million for new BOs and UGX 10 million for old BOs to ensure that loan portfolio ably absorb more members. To meet such targets, BOs were encouraged to diversify their resource mobilization strategies.
- Training of BoMs in business selection, planning and management. A training starter kit was developed for this task.

*For details see table on the next page.*



**Table 2: Achievements of income/economic security outputs**

Objective/ Activity	Type	Target	Actual	Success rate	Remarks	Outreach			
						BO	Male	Female	Total
Key Result Area 4: Ability of BO members to engage in productive income generating activities enhanced.									
4.1 Produce training manual	Copies	492	260	53%	The training manual was developed based on findings of entrepreneurship development research of Master Students from Leiden University (The Netherlands) and Uganda Martyrs University (Uganda) with co-supervision of African Studies Center, Leiden and AFARD. Variation was due to increased production costs.	81			
4.2 Train in IGA management skills	BOs	82	81	99%	This training excluded OATC .	81	2,582	2,635	5,217
Key Result Area 5: BO members enabled to save and loan their members in a fraud free business oriented manner.									
5.1 Set fraud free guidelines	Copies	204	204	100%	This guideline was revised to harmonize the different loan practices BOs had.	81			
5.2 Train in credit management	New BOs	34	81	239%	The training was finally conducted in all the BOs given that credit scheme harmonization was done to ensure that all WENDI BOs operated their schemes using the same principles and practices.	81	2,520	2,621	5,141

## ***The results***

As at December 15, 2010, all member-based BOs were running Community Microfinancing. The total loan portfolio increased from UGX 506 million (UGX 188,492) in 2009 to UGX 890 million (UGX 282,581) in 2010. On average, each BO has UGX 10,989,262 (UGX 3,489) as loan fund. The loan cycle is 2 months, the average interest rate charged is 10%, and the repayment rate is high (71%)<sup>1</sup>. As such, 78% of BoM households have set up and are operating income generating activities. 9% have saved UGX 1 million in cash. Meanwhile, many members have secured assets (cows (17%), goats (26%), bicycles (44%), beds with mattresses (58%), among others and are able to meet life cycle events such as paying school dues and medical bills. See figure 1 below.

### **Case Study 2: Building asset security with group Loan: Mrs. Zawadi**

Before the coming of AFARD into our village, we were hopeless and despised. We lacked basic assets. In my house we all slept on papyrus mats and had no dream that we would ever sleep on a mattress. This all changed with the coming of WENDI.

From the money that we saved in our group, I have taken six loans to date. Together with my husband, we have been trading in produce that we buy in our village and later sell in Arua. Apart from repaying the loan, we were also able to buy two mattresses; one for us and the other for our eldest son. We also bought a bicycle and a phone that are critical for our business.

At least, I will now die after tasting the joy of a sound and comfortable sleep. The pains inflicted by papyrus mat on my ribs are no more just like the inconvenience of waiting in the night when the mat is still being used for other purposes.

In BOs that are working to support HIV/AIDS Post Test Club, the loan scheme has strengthened community care and support for the most vulnerable social groups. Three percent (about UGX 25 million) of loan earnings was used to support more than 237 PLWA and 314 OVCs to access ART and education services respectively. In these communities HIV positive people no longer suffer from self and community stigma. They are accepted for who they are and cared for when need be.

## ***Key challenges***

The critical setbacks for the credit schemes remain:

- The extra high interest rates (60% per annum) charged with the aim of increasing loan portfolio as opposed to household benefits.
- Inadequate loan portfolio limits loan sizes (average of UGX 105,000 or UGX 33) and outreach (as 22% did not access loans).
- Low repayment rates in BOs that received booster fund affected portfolio growth.

## ***Lessons learned***

In the two years of Community Microfinancing, we have learned that: First, poor people on their own are collectively resourced. Well guided they can mobilize sizeable capital for their financial inclusion. Second, with access to capital, poor people are able to engage in business enterprises with a pure market-orientation. Finally, booster fund distorts market and group dynamics as it increases the lingering negative attitude that “donor money” should be “eaten” thereby triggering low repayments. It is only value adding for old BOs who have mastered loan antics.

<sup>1</sup> This low repayment rate was because many BOs had just lent out funds in November and some in the first week of December 2010,

### Case Study 3: *A dream home of Mr. Omiel Vincent, Menze WENDI Programme*

Mr. Omiel Vincent, 43 years old, lives in Menze, Zeu sub county with his 12 other family members. He narrates how WENDI programme has made his dream come true after years of struggle and loss of hope.

All my life, I was dreaming of how to live in a permanent house of my own. As life became hard, I resigned to a grass thatched house. It was at this time that I deserted home and ran to Kango Sub County. There I became a broker involved in loading luggage on Lorries. From that “funny activity” I graduated and started collecting revenue for the Sub County. But, I still could not balance between my income and household needs. The many mouths to feed drained all my income. My hope was fading daily.

However, when WENDI programme came to my village, I hurriedly returned home because I had heard about the “hidden magic in the programme” and promptly paid my membership fee of UGX 10,000 to join the group.

When the programme started, one received two hoes, one Panga, six bags of Cassava cuttings, 36 kgs of Beans and 14 basins of Irish Potato seed. In the first season, I planted beans and harvested 390 kgs and in the second season I concentrated on Irish Potato production from which I got 204 basins although I still planted beans in small portion for food security purposes.

After about 3 months, I got a loan of UGX 1,500,000 from the group loan fund which I used to get a tender of revenue check point in Zeu Sub County. From this tender, I earn UGX 4.5m monthly but pay UGX 1,500,000 to the Sub County. It is from here that my dream of owning a permanent house resurfaced. I started constructing the permanent house which I call “Nya Gorta” (locally meaning the daughter of gorta).

**Kemiss O. Pimundu**



Mr. Omiel Vincent next to his dream house (Photo: P.O. Kemiss)

*It is from here that my dream of owning a permanent house resurfaced*

### 3.3 Human Development (Safe Water and Sanitation)



Promotion of improved cook stove  
(Photo: J.B. Franklyn)



Utensils drying rack promotion in Okuvuru  
(Photo: J.V. Flavia)



Safe water source (Photo: B. Alex)

A healthy community is that which among other things suffer less from preventable diseases. This status remained farfetched for WENDI beneficiaries. In 2009, WENDI promoted community preventive health through training of community change agents, provision of mosquito nets, safe water sources and VIP latrines in public places. However, the main challenges were: many households lacked access to safe water and sanitation facilities; installed water sources had no O+M bank accounts to ensure safety of user-fees; community resisted double taxation by District Water Offices; and generally CHFAs were not adequately supported to enforce agreed upon safe home standards.

#### ***The interventions***

In the year, the programme implemented the following:

- Compelled all BOs that had benefited (and were to benefit) from the provision of safe water points to open a separate bank account in any nearby village bank for their water source O+M purposes.
- Insisted that Executive Committee and CHFA members enforce compliance with the agreed upon safe home standards and to expel chronic deviants.
- Drilling 13 boreholes in priority water scarce areas (Nine are already completed). The District Water Officers of Nebbi, Arua, Zombo and Yumbe provided the technical supervision of the contracts.
- For all facilities, elected facility management committees were trained in community-based financing system.
- Community Health Frontline Advisors (CHFAs) were trained for all new BOs so that community mobilization, education, and compliance policy were in place.
- Provided 20,490 long lasting insecticides treated mosquito nets to all people in new BO member households.

*For details see table on next page .*

**Table 3: Achievements of water and sanitation outputs**

Objective/ Activity	Type	Target	Actual	Success rate	Remarks	Outreach			
						BO	Male	Female	Total
Key Result Area 6: Access to safe public water and sanitation points increased.									
6.1 Drill boreholes	Units	13			Construction work is on-going with 9 bore holes already successfully installed. Royal Techno was hired to conduct drilling while the District Water Officers for Nebbi, Zombo, Arua and Yumbe are charged with setting and training Facility Management Committees and supervising and approving drilling works.	13			This is a community wide project that benefits BoMs and the wider community.
6.2 Train facility management committees (FMC)	FMCs	13	13	100%		13			
Key Result Area 7: Utilization of safe water and sanitation chain management practices increased.									
7.1 Train new CHFAs	People	195	225	116%	Additional CHFAs were from restructured BOs to ensure that all WENDI BOs have access to preventive community health education.	48	90	135	225
7.2 Conduct sanitation education	Varied	-	19,496		CHFAs in Panyimur, Yambura, Mbale south, and Atiminda did not file any report. 399 local leaders were also educated to support safe sanitation and hygiene, 9,064 homes visited and 9 people dragged to local village courts. 62 households were expelled from membership for poor sanitation.	77	8,488	11,008	19,496
7.3 Provide mosquito nets	Units	20,940	20,940	100%	Nets were distributed according to household bed numbers. This ensured that there was comprehensive mosquito net use.	45	13,633	13,637	26,870
7.4 Produce education posters	Languages	4	4	100%	11,000 copies of posters were produced in Alur (7,250 copies), Aringa (1,750 copies), Lugbrara (1,000 copies) and Madi (1,000 copies). OATC that is not member based is excluded from the distribution.	81			

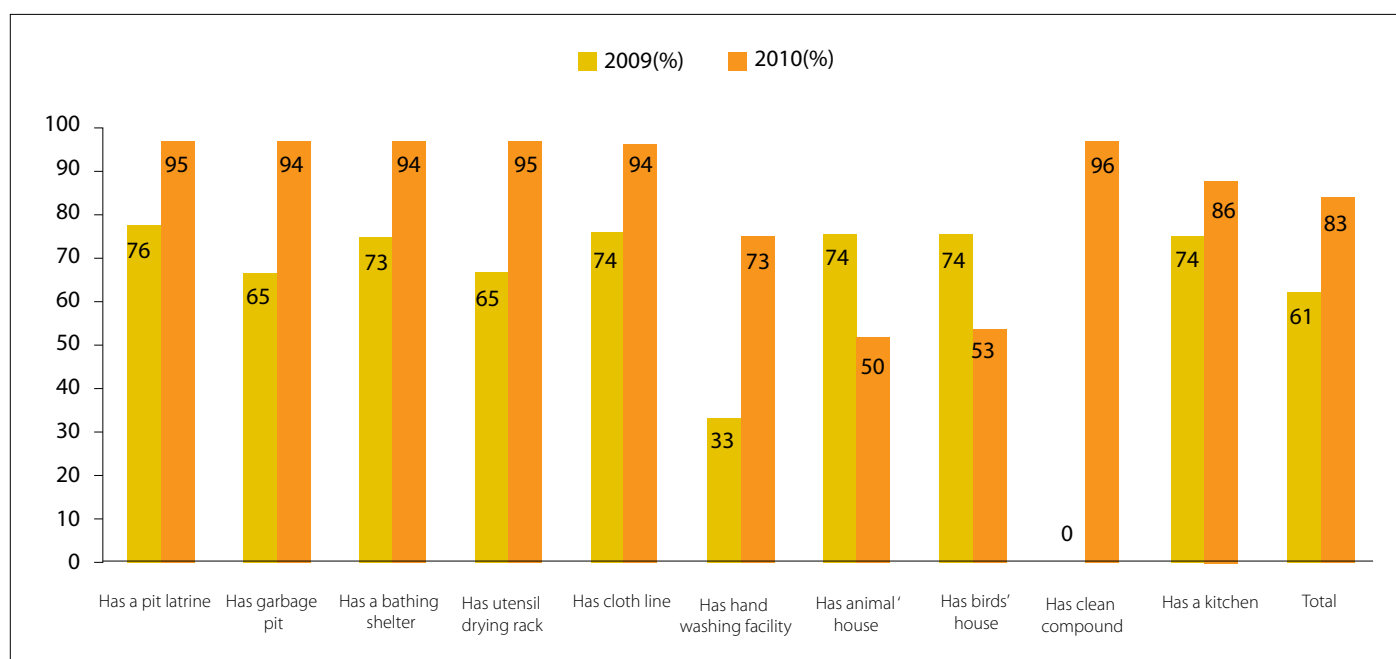
## The results

In 2010, the following were achieved:

- All old and new boreholes have functional Facility Management Committees who apart from effectively managing water sources collect monthly user fees. They have collected UGX 8.9 million (an average of UGX 287,000 per source). These funds are banked on a designated bank account for the water source. As such, WENDI beneficiaries are almost at par with the national status of access to safe water (74% nationally and 75% WENDI outreach).
- 36% of BoM household population was educated on safe sanitation. Together with bylaw enforcement, many homes of WENDI members have safe home facilities – kitchen (86%), pit latrines (95%)<sup>2</sup>, garbage pits (94%), bath shelter (94%), utensil rack (95%), and energy saving stove (32%). Equally, exemplary leadership is adopted by all BO executives and CHFA members. All leaders have the basic sanitary facilities.
- While nationally only 41% of the population use mosquito nets, 100% of WENDI beneficiaries are. The result is that in the reporting period malaria contributed to 52% of sickness nationally but only to 25% and 40% among the WENDI beneficiary population and children respectively. Meanwhile, cholera is no more along L. Albert and R. Nile.
- Women and pregnant mothers responded positively to vaccination.

All these helped increase women's time for other household and BO related productive activities. It also freed time for girl children to participate in schools. Meanwhile the sharing of water sources with other community members improved community cohesion and the acceptance and credibility of BOs, AFARD, and **gorta**.

**Figure 1: Safe sanitary home status.**



<sup>2</sup> Important to note is that while in the past households shared latrines. Under WENDI every benefiting household is required to mandatorily have its own latrines.

#### **Case Study 4: *WENDI and better welfare: Mrs. Ezuru Grace, Ovuocako, Rhinocamp***

Before WENDI programme came, I lived regretting why I got married to this village. It was a nightmare when it came to dignified living. Many homes did not have latrines and instead shared the few pits that were not well built. Soon the pits would fill up and defecating in the bushes was the norm.

In the rainy seasons we got water from run-off. Come dry season, we would walk 5 miles and more in the game reserve to fetch water from Achaa swamp. This water is hard for consumption, laundry or even bathing. We would be scared to use it because one's body would itch for a long time after using it. We would dig holes from which to draw water whenever the swamp dried up and finally migration to Arua town was unavoidable as it was unbearable to work and not bath for more than 2 days.

Things are now better. WENDI programme provided us with a borehole, educated us on safe hygiene and ensured that all households had their own latrines. You can see for yourself the nicely built latrines with privacy for all users. We also now can bath at least once a day as water is available. There is also no migration anymore let alone the reduction in water-related domestic squabbles.

### ***Key challenges***

Among the key gaps are:

- 25% of WENDI households still do not have access to safe water points thereby subjecting women and girls to scavenge for water with reduced productivity.
- Education has not yet reached 64% of BoM household population to ignite comprehensive safe home and personal sanitation and hygiene practices.
- Public places that are potential breeding grounds for vectors remain unattended to in most BOs.
- Many homes lack safe home facilities package. They give preference to pit latrine. For instance, while pit latrine coverage is 95%, the use of hand-washing facility is only 73%.
- District Water Offices continue to demand for UGX 200,000 from BOs despite the fact that the BOs have opened O+M bank accounts for their boreholes.
- Many children have not received immunization. For instance coverage for polio (37%), TB (33%), diphtheria (35%), tetanus (37%), whooping cough (33%), and Hepatitis B (29%) are very low.

### ***Lessons learned***

In the two years, we have learnt that:

- Access to safe water point within a short distance is beneficial to household health, labor productivity, girls' education participation, and social harmony.
- Without a clear cut community bylaw, education alone is not enough to compel many households to adopt safe sanitation and hygiene practices.
- Regular visits to BO members' homes reinforce local change agents' messages and compel adoption of safe sanitation practices.



### 3.4 Human Development (HIV/AIDS Prevention and Mitigation)



Community health awareness outreaches  
(Photo J.B Franklyn)



VCT outreach by JOYODI Youth Centre (Photo:  
H. Okello)



World AIDS day (Photo C. Wilfred)

HIV/AIDS continues to take a toll on the communities of West Nile because of inadequate knowledge and risky behaviors. 2009 saw the training of CHFAs and Village Volunteers as change agents. Despite their attempts to create awareness, major drawbacks were the pre-occupation of CHFAs with sanitation education, limited access to VCT, and unsteady supply of condoms.

#### **WENDI interventions**

From the above gaps, 2010 focused on strengthening the fight against HIV/AIDS through a symbiotic approach that link prevention with mitigation. In so doing:

- JOYODI was supported to reach out to the population the 48 villages of Pakwach Town Council with a multi-channel communication approach.
- CHFAs were reinforced by their BO executive leaders to deliver HIV/AIDS education.
- Mobile Voluntary Counseling and Testing were conducted in all the BOs in collaboration with the District Medical Offices.
- The Post Test Clubs of Dei and Lokokura were funded to continue with community care and support services.

*For details see table on next page.*

**Table 4: Achievements of HIV/AIDS prevention and mitigation outputs**

Objective/ Activity	Type	Target	Actual	Success rate	Remarks	Outreach			
						BO	Male	Female	Total
Key Result Area 8: Comprehensive knowledge and positive attitudes and practices regarding HIV/AIDS improved.									
Furnish the youth center	Laptop Assorted tools	1	1	100%	A laptop computer, 5-door filling cabinet, window curtains, and solar charge controller were procured	1			
8.1 (Re)train CFHA/VVs	People	96	71	74%	While 14 VVs dropped out, 11 did not attend the training because they were at school. Topics covered included VCT management, palliative care and pediatric counseling	1	40	30	71
8.2 Conduct peer education									
- awareness sessions	Sessions (indicated for JOYODI only)	20	13	65%	Part of the fund was used for transporting video equipment. JOYODI reached out to 556 people (315 males and 241 females). Outreach excludes unfilled reports from Kalowang, Paleo, Mungulonyo, Mbale South, Drabijo, Odonga central, Lionga N/S, Yambura and Atiminda where CHFAs confessed to limited skills for HIV/AIDS education.	81	5,691	7,854	13,545
- video shows	Shows	10	6	60%	The approved budget did not cater for mobile video shows. Some of the funds was therefore put to this use.	1	234	285	619
- drama shows	Shows	10	10	100%	The drama was conducted by JOYODI's drama group to reinforce the above sensitization messages.	1	304	295	599
8.3 Poster production	-				Not budgeted for but shared posters with AFARD's CSF project in Pakwach and Panyimur.	1	526 511		1,037
8.4 Life skills training for youths	Sessions	10	10	100%	Cost cutting measures were used	1	132	114	248
8.5 Life skills training for parents	Sessions	5	6	120%		1	76	59	135
8.6 Support mobile VCT	Trips	90	99	110%	The District Medical Office (DMO) team reached out to 89 sites and 10% of the population tested their HIV status. Overall VCT sero-positivity rate was 3% and 128 people were referred for clinical management.	81	2,985	4,302	7,287
8.7 Exchange visit	Visit/ people	1/60	1/60	100%	VVs and Bed Ku Wengi PTC members of JOYODI visited Dei PTC to learn self management of community care and support system. The lesson has helped PTC members to tighten on their loan scheme. They now charge monthly contributions of UGX 500 and fines of UGX 200.	1	31	29	60
8.8 Distribute condoms					Condoms were out of supply from DMO				
8.9 Community leaders' dialogue meeting	Sessions	2	2	100%	This meeting raised concerns for leaders to handle issues of traditional marriages and discos that increases exposure to rampant unsafe sex.	1	46	20	66
8.10 Support VV operations	VVs supported for 12 months	96	76 (45 M 31F)	79.2%	20 VVs are not in full operation in their areas. 14 have left and 6 are mobile in search for jobs. With this support, VVs continued to reach out to the people of Pakwach TC with preventive education.	1	1,097	1,120	2,217
Key Result Area 9: Community care and support for PLWA and OVCs increased.									
9.1 Support PTC IGAs	BOs	3	3	100%	This booster fund is revolving among members of PTC. The UGX 5 million with local contributions and interest earning now stands at UGX 9,104,700.	1	40	63	103
9.2 Support PTC joint counseling	Meetings	2	6	300%	The meetings were to operationalize and streamline their operations. Membership fees of UX 5,000 is in place, a constitution enacted, welfare fund of UGX1,000 per member put in place, support to CD4 testing in Arua agreed upon, and bank account with Pakwach Nam Village Ban opened.	1	275	366	674
9.3 Hold awareness on positive living	Meetings				See 8.2 above				
9.4 Exchange visits	Visit	1			See 8.7 above. Some of 103 40M, 63F) PTC members (41) participated in the exchange visit.				

## ***Major achievements***

Arising from the above are the following results:

- First, 22% of the people have been educated about HIV/AIDS as such many members talk freely about it.
- 10% have tested their HIV status (8% males and 11% females) of which 3% are HIV positive. Of this, 55.4% are referred for clinical services.
- More and more BO members (198 now) are disclosing their HIV status. This is a positive sign to the prevention and positive living.
- With increasing awareness, stigma against people living with HIV is gradually reducing

## ***Key challenges***

Some of the critical gaps include:

- Facility based HIV testing and ART services are still too far to most members.
- Many CHFAs without the peer education and counseling skills for HIV (e.g., in Obongi) fear venturing in HIV education and post test counseling.
- Cultural and religious norms continued to affect HIV/AIDS prevention.

## ***Lessons learned***

A few lessons learnt in the year include:

- Without adequate education and counseling, people are skeptical to test for their HIV/AIDS status.
- Reliance on condom supplies from government will not improve access to consistent condom use.

## Case Study 5: Community-driven HIV/AIDS Prevention and Mitigation

Although Uganda has made a remarkable achievement, through an open approach to reduce HIV/AIDS prevalence rate from 20% in the 1990s to 6.5% in 2005, currently only 20% of Ugandans have been tested their HIV status and the number of most at risk populations (MARPS) is on the rise. Singla fishing village on L. Albert in Nebbi district is a good example of MARPS concentration. The fishing fraternity in this village have shown over 10% VCT sero-positivity rate.

Just 3 years ago, there was no information in the community about HIV/AIDS says Mr. Ronald Jawoko, the Co-ordinator of Lokokura Singla Post Test Club (PTC). He noted that people did not know HIV/AIDS modes of transmission, symptoms, prevention, and living positively if tested. Myths about the disease were ripe. For instance, many associated the disease with witchcraft. Some even labelled it a sickness of the rich, old, and educated people. To the youth condoms were already infected with the virus by Americans. All of this meant that people were living high risk lifestyles. Unsafe sex involving multiple rotational partners (sometimes transactional and intergenerational) was common practice. Children started sex before 18 years and married couples had extra-marital affairs in the sex-for-fish economic activity. Worse still, very few people tested their HIV status as no nearby services were available. Many of those who tested with stigma failed to declare their status. The result was a disaster. [Re]infections was common and many HIV positive people died sooner than was necessary say Mr. Ronald.

The Lokokura Singla Post Test Club (PTC) emerged 3 years, thanks to AFARD support, to help solve this problem. Mr. Jawoko pointed that the PTC now has 88 members, 66 of who are HIV+. With 21 members

trained by AFARD as Peer Educators-cum-Counsellors, the Club embarked on community sensitization using a peer-to-peer (P2P) approach. In the beginning people used to fear them as they lacked information. However after building up relationships with them, people realized that HIV + people are humans too.

It is in this bonding relationship that many people started accepting to test and accept their HIV status as Mr. Jawoko notes that things have changed from when nobody wanted to be tested to people queuing up for it. With the high number of HIV+ people came the need for community care and support since Anti-retroviral Treatment (ART) is free. Adherence to ART was curtailed by access problem as few people could afford transport and upkeep cost to far-off hospitals (>30 Kms) that provide the treatment. In response, the PTC established first, a post test counselling centre? to ensure that people accept their status and share their experiences openly. Second, the Club also set up a loan fund for the members. The loan is provided at different interest rates. HIV – members pay higher interest rate than HIV + members.

The interest income earning is spent on ensuring mandatory access to ART services by HIV + members. This financial support is provided monthly and on a cost-sharing basis. As a result, no member has dropped from ART access. Further, for members who pass-away, part of the fund is used to meet descent burial expenses given that in most cases an HIV+ person will die after exhausting family asset base. Finally, from this income 100 orphans and vulnerable children are receiving primary and secondary education support in the forms of uniforms and scholastic materials. On the changes that the community has attained Mr. Jawoko pointed out that, with education, positive behaviour



Ms. Jennifer Fitzsimons in AFARD offices in Nebbi, Uganda (Photo: O. Fiona)

changes are visible.

Abstinence and faithfulness are taking roots. Condom use has also increased. The loan, he noted, also helped many people to set up small businesses with which they are able to fend for their families. HIV+ people find it easy to buy nutritious food, as ART is futile without a healthy diet. From the testing and post-test counselling, many people have declared their HIV status and are living openly while giving preventive education to curtail further spread of the disease.

However, Mr. Jawoko was quick to point that the PTC has four main challenges: (i) Since 2008, condom stocks have been alarmingly low; (ii) The introduction of small alcohol sachets, some selling at as little as 100 shillings, has also increased alcohol consumption with its consequential rise in risky behaviours; (iii) With increasing awareness about HIV/AIDS and people's HIV status, the Club is swarmed with a rise in number of people who want care and support beyond the limited resource envelop; and (iv) fishing communities are volatile settings where people duped with small but regular income live risky lifestyles that take time for everyone's behaviour to positively change.

**Adapted from Jennifer Fitzsimons, 2010 Internship Fieldwork Report**

### 3.5 Human Development (Education Participation)



Community mobilization for education in Oruku (Photo: O. Tonny).



Pupils of Okuvuru Primary School (Photo J. V Flavia)



Okuvuru Primary School (Photo J.V Flavia)

Education is well known for building human capital for future livelihood security. Efforts in 2009 were put in ensuring that all children in WENDI programme households were enrolled in school. Furnished classrooms were provided. Ventilated Improved Pit (VIP) latrines and a twin-teacher's house were also provided. In Akworo Sub County a pilot Community Education Fund was initiated. Finally, household food and income security were promoted so that households were able to feed their children and meet education cost. However, the main challenge remained that a limited number of girl children were in schools. Equally, many parents were unable to meet education costs.

#### WENDI interventions

- The construction and furnishing of a 4 classroom block with a head teachers' office, a store, a 10,000 liter rainwater harvesting tank, a 5- stance VIP latrine and 15 trees in Okuvuru was completed under the supervision of the District Engineers of Yumbe.
- Murusi Community Education Fund was reviewed and ensured capable of sponsoring additional students in 2011.
- A strong stand was taken through community sensitization (especially by top management, the Board and local government officials) to ensure that all children in BoM households were in school without any bias against girls. Initiative to set-up education committee was also explored.

For details see table below.

**Table 5: Achievements of education security outputs**

Objective/ Activity	Type	Target	Actual	Success rate	Remarks	Outreach (BOs)
<b>Key Result Area 10: Educational participation of children increased.</b>						
					In the year, Okuvuru primary school was finally handed over to Yumbe District Local Government. The head teacher's office was furnished.	
<b>KRA 11: Community ability to fund education of best performing children improved</b>						
11.1 Monitor Murusi Community Education Fund.	BO Visits	12	10	83%	All the boys being supported by the fund are in school. Their active participation has been noted by the FOs, local government leaders, their parents and the school authorities.	
<b>KRA 12: Vocational skills promoted among out of school youths</b>						

## ***Intervention results***

- WENDI programme has enabled parents to effectively benefit from government fees-free primary and secondary education policies. Overall, 96% of children of school-going age are enrolled in schools (105% boys and 95% girls). Parents also spent UGX 2.5 billion (averaging UGX 98,553 per child) on education.
- 10 children are being sponsored in secondary schools from Murusi Community Education Fund.
- In the WENDI constructed schools, enrolment surged abnormally. In Oruku there are 268 pupils in P1 alone and 80 pupils in P2. In Okuvuru 100 additional pupils enrolled. Meanwhile in Got-lembe, enrolment rose from less than 200 to 625 pupils.
- Members of the groups have become role models of development and are being elected on school committees

## ***Key challenges***

Gaps still remain with achieving better education. For instance,

- Girl children continue to suffer double tragedy both in terms of low enrolment parity (10% less than boys) and high dropout rates (13.4%) as compared to only 12.6% for boys.
- Government has not responded favorably to WENDI supported community schools e.g., in Oruku the 6 teachers continue to earn each an unforthcoming UGX 15,000 per month. This is below the government rate of UGX 120,000 for licensed teachers
- Many children in WENDI programme outreach areas have to walk long distances (>5kms) to school. As such, children delay early enrolment and many drop out.

## ***Lessons learned***

In the two years it has become clear that for poor households to benefit from the government's Universal Primary and Secondary Education policies, they need to be food secure so that children can ably attend classes with concentration. They also need to be income secure in order to afford the educational needs of their children. Finally, they need to be aware of gender issues and children's rights in order to ensure parity in the education participation of boy and girl children contrary to cultural and religious norms that biases against girls.



## Case Study 6: Community-driven HIV/AIDS Prevention and Mitigation

Before joining Oruku WENDI programme, life was unbearable. With the famine that struck in 2006, getting food was through sales of firewood and labor. Still this would provide insufficient food. Many men also resorted to drinking local potent gin as they could hardly bear the sight of being unable to fend for their children. Marital relations were only cosmetic. Children could hardly go to school on empty stomach.

All these have changed in my households now. The two years of my membership in Oruku WENDI Group gave me access to seeds, a classroom block within the village, and loan fund. Food is no longer scarce. Instead of plain hot water with coffee before, now we have tea with boiled cassava in the morning. We eat descent lunch and supper. My children no longer have reasons for not going to school unlike in the past when they would cry of hunger. From the loan we are also able to provide for their education needs. I have neither failed to buy books, pens, uniforms nor pay required school dues.

If things continue like this, I am sure that my children will be able to attend secondary education. This is my main dream for the children because my parents gave me the hand hoes with which I am poor in a village. I want to give then education so that they can compete with others in the wider Uganda and the world at large.

**Dr. Alfred Lakwo**



Mrs G. Lamunu narrating her story in Oruku (Photo: Dr. A. Alfred)

### 3.6 Good Governance

This component of the programme has not been operationalized as yet.

Objective/ Activity	Type	Target	Actual	Success rate	Remarks
KRA 13: Women & local government leaders' effectiveness to represent their constituencies improved					Due to lack of funds, these objectives were not planned for.
KRA 14: BO participation in local governance increased					



### 3.7 Institutional and Technical Capacity Building



Yumbe District monitoring team briefing AFARD staff of their field findings (Photo: A. Hamida)



Mr. Hassan, LC 3 Chair, Paidha with AFARD team on monitoring visit to Kuligamba (Photo: Dr. A Lakwo)



BOs in Yumbe receiving motor cycles (Photo: A. Bakole)

The critical role BOs' play in the implementation of WENDI programme requires that they are technically and organizationally sound to champion local development. In 2009, due to laxity and fraud Rhinocamp, Wadelai, Valley Farm and Anukufi were cancelled. Besides, many BOs lacked skills to plan and implement viable activities and to monitor and account not only to members but also to other stakeholders. With demand of transparency, there was also no fund to effectively involve local governments to monitor WENDI programme.

#### *The interventions*

Table 6 summarize the activities undertaken in 2010. To enhance BO capacities, the annual capacity assessment provided a pointer to what needed to be done urgently. Finance department also developed a simplified management tool to assess financial management. Accordingly, in 2010 all BO leaders and members were inducted on the programme operational as well as impact focus. This was followed by customized capacity building trainings in participatory leadership, financial management, performance monitoring and reporting, and resource mobilization. BOs were also equipped with motor cycle and mobile phones to ensure that they were in contact with programme stakeholders.

Besides, it was instituted that member management be improved. Training registers were introduced. Fines for dodging training, meetings, and group works were set, and field and home visits conducted to ascertain training efficacy. Monthly BO (executive and general) meetings became a must. Committee effectiveness was entrenched to ensure that BO work do not rest on the shoulders of executives alone but also to democratize management. Aggressive resource mobilization by BO for financial sustainability building was also top on the capacity building agenda.

To ensure that all stakeholders were part of the process regular District Network meetings were conducted quarterly to plan and review performance as well as to learn from each other. BO leaders, local government officials and AFARD staffs attended these meetings. Monitoring by government officials became part and parcel of deepening accountability.

**Table 6: Achievements of organizational growth outputs**

Objective/ Activity		Type	Target	Actual	Success rate	Remarks	Benefits			
							BO	Male	Female	Total
Key Result Area 15: Improved BO organizational and technical competency and coordination										
15.1 Induct BO on WENDI modalities	New BOs	34	40	118%	Induction was conducted on WENDI modus operandis for new BOs. Restructured BOs were also inducted to ensure that the new BoMs too adequately knew the rules of the game.	40	1,070	1,618	2,688	
15.2 Train in participatory & accountable leadership	New BOs	34	40	118%	The training included the restructured BOs to ensure that all members adhere to WENDI principles unlike in the past where a few “historical” members sidelined new members.	40	983	1,610	2,593	
15.3 Train in financial management & reporting										
- Old 48 BOs										
- New 34 BOs	Sessions	116	116	100%	Building on the lessons from WENDI 2009, a more hands-on approach was adopted in this training to ensure that practical gaps in procedures and book keeping were addressed.	82	1,143	1,290	2,433	
15.4 Train in monitoring & reporting	New BOs	34	81	239%	Given that the Monitoring, Reporting, Accountability & Learning Tools were revised taking into consideration the comments from WENDI year 1 review, BOs were trained, after the induction of all FOs, on the MRAL tool management.	81	1,392	523	1,915	
15.5 Train in resource mobilization	BOs	40	40	100%	The focus of this training was to enable new and restructured BOs diversify their local revenue generation sources in a bid to build financial sustainability. For results see Section 4	40	814	1,778	2,592	

## Results

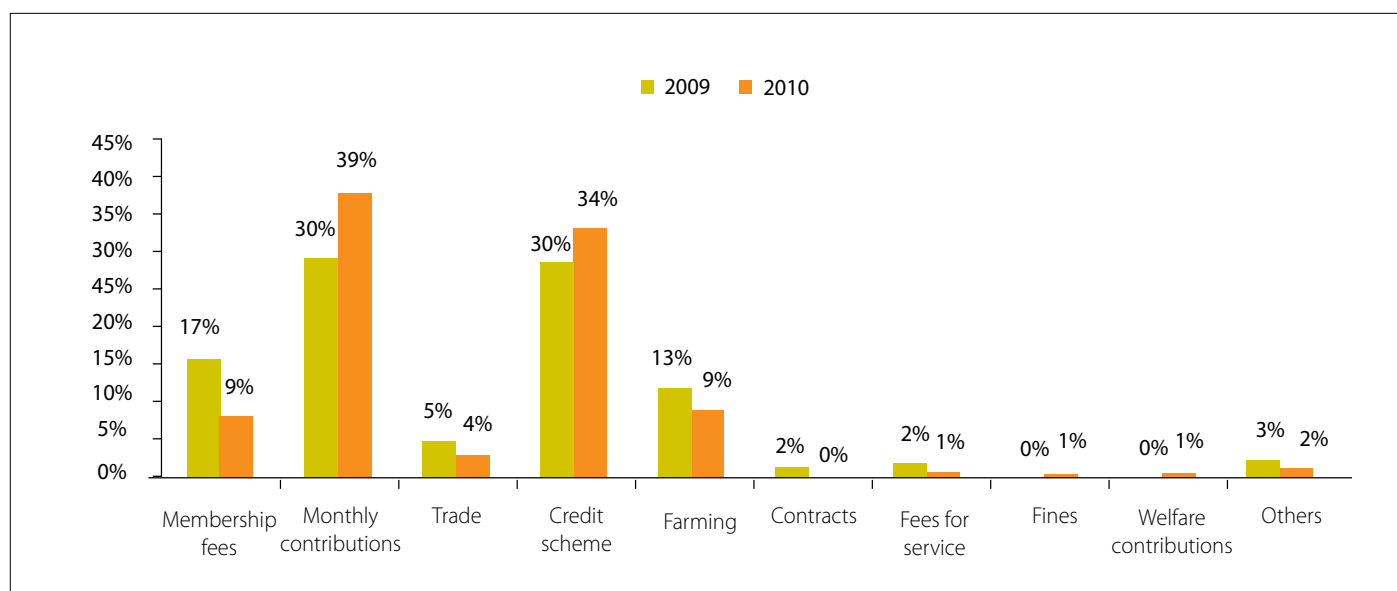
The following were attained in the year:

- Transparent and accountable leadership is exhibited in many groups as members prefer collective responsibility than allowing leaders to do as they wished in the past
- Many conflicts in the BOs are solved by members without much involvement of AFARD or local government.
- 72% of BoMs participate in local government planning processes thereby advocating for support towards WENDI programme. BoMs welcome visits and mentoring by government officials something they resented in the past. For instance, Zeu LLG helped Adhingi and Papoga to recover funds mismanaged by their leaders. Paidha LLG awarded community road contract to BOs in its area. Akworo helped Murusi axis to recover defaulted loans and Panyimur sub county has intervened to help Panyimur Parish recover defaulted loans.

The organizational capacity assessment of the BOs conducted at the end of the year indicated that there was a 15% increase in capacity to prudently self-manage their affairs (as is shown in figure 2 below). Marked changes were in financial and human resources management. Members have been empowered to ask about their funds and hold leaders and fellow members accountable. Equally, they have realized that unless they work together (team spirit) they are bound to fail as during monitoring emphasis is placed on the fact that collective actions is the norm for participatory development.

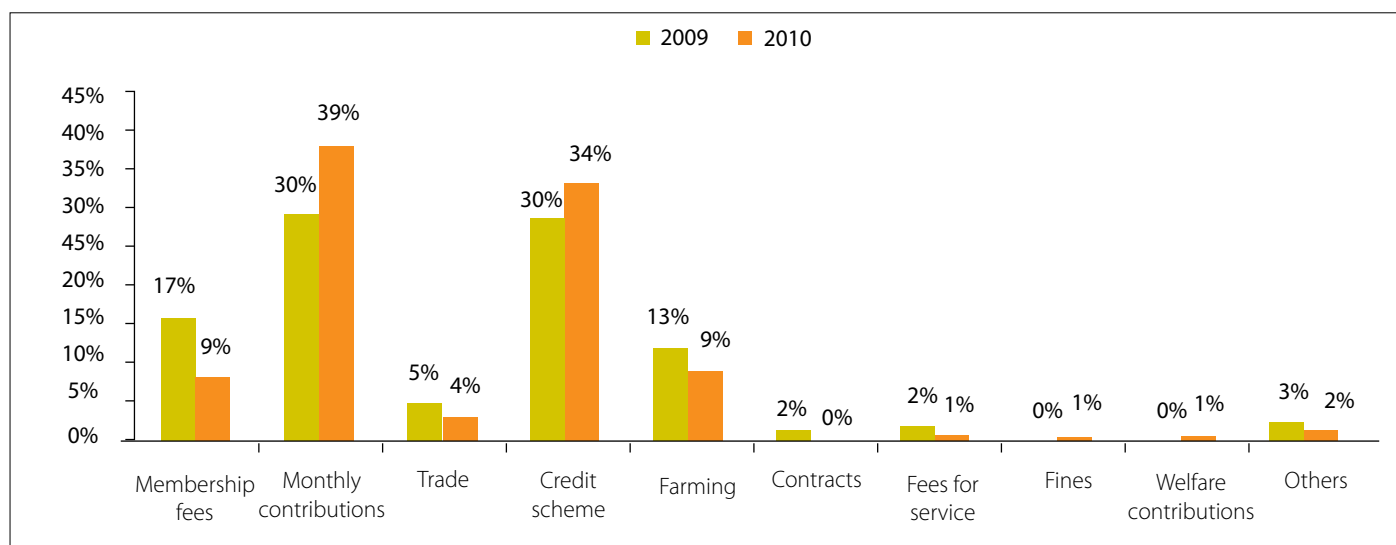
However, the main drawback remains in lack of office space, storage for BO produce, and savings to the tune of UGX 25 million of own fund to stir own actions. Only 12.2% of the BOs have achieved that target

**Figure 2: BO POCA Findings**



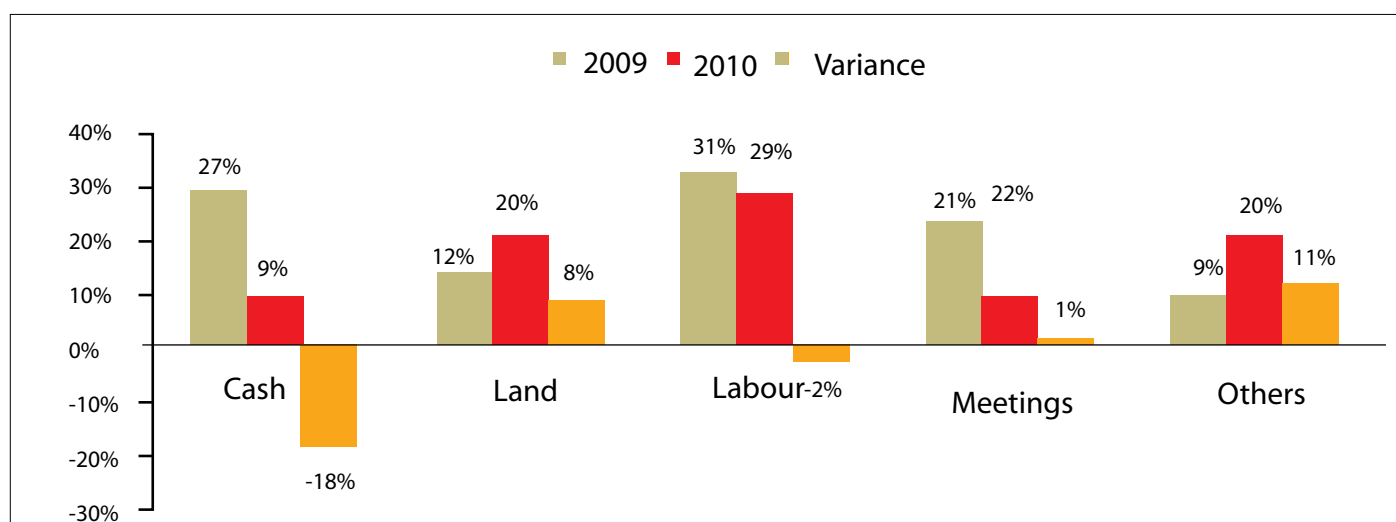
WENDI drive for financial sustainability building from the on-set of any engagement with a BO has started yielding fruits. BOs were able to generate increased revenue from UGX 384 million to UGX 770 million averaging UGX 9.4 million per BO (see figure 3). This fund largely came from monthly contributions and credit scheme. This represents a shift from 2009 when most funds of the BOs came from membership fee that was mandatorily levied on every member. Besides, 42% of the BOs have ≥UGX 10 million each and 53 BOs also set up micro- insurance fund for emergency issues to deepen their cohesion and secure their effective support.

**Figure 3: BO locally generated funds by source**



Apart from the growth in local revenue, BOs also made increased local contributions towards their projects (see figure 4). Local contributions increased from UGX 655 million in the 2009 to UGX 1.6 billion in 2010. Nine percent of this contribution (UGX 144 million) was in the form of cash. This trend of co-funding is a manifestation of the programme's focus on self-reliance whereby BOs are made to realize that the programme is only to provide catalytic inputs for them to achieve their vision instead of being totally dependant on donors to support their dreams

**Figure 4: BO local contributions analysis by source**



## Key challenges

The critical challenges in the year were:

- Many BOs still lack a strong business plan for their financial sustainability given that they were formed from social support orientation.
- Some opportunistic BoMs don't turn up for group meetings, trainings and group work.
- Odokibo and Panyimur parish are too relaxed in building financial sustainability.
- Financial mismanagement were experienced in some BOs – fraud in Lingoa North, Siringmba, Adhingi and failure to adhere to banking guidelines by BOs in Obongi and Rhinocamp.

## ***Lessons learned***

WENDI was also able to learn that:

- BO empowerment is a gradual process that requires skills training, mentoring visits, regular monitoring, and patience in understanding the uniqueness of each BO.
- With WENDI members concentrated in a specific location, impacts are visible, communication and mobilization is easy, and social cohesion has improved.
- Working closely with government won political support and it deterred opportunistic behaviors among BO leaders.
- BO based procurements, unless closely supervised, is ineffective and fraudulent. Quality assurance is not a matter of concern.
- Transparency and accountability requires all stakeholders – right holder and duty bearers - to build a practice of transparent operations. For instance, the sharing of WENDI plans and budget as well as reports enabled government to monitor both AFARD and BOs. It also enabled AFARD to monitor government commitment to grassroots development. Midpoint, trust is built, roles are shared, and support are mutually sought.

### 3.8 AFARD's Sustainability



Andy Cole, Aisling O'Broin, Alfred Lakwo, Peter Power T.D., Tony Simons, Brian Hanratty during the 2010 World Food Day Conference in Dublin, Ireland



Staff pose for a photo after value chain analysis training (Photo: Suuna)



Phase 1 of AFARD HQs in Nebbi (Photo: Dr. A. Lakwo)

AFARD has over the years experienced impressive growth in its financial portfolio (from UGX 1.3million in 2000 to UGX 5.6 billion in 2009); geographical outreach from one district into five districts; logistical capacity, and full-time staff. This expansion has been largely donor-fund dependent. The dawn of 2008 economic recession triggered the long-term worry of "which way forward for AFARD's sustainability?"

#### **Interventions**

WENDI offered a platform for AFARD to strategize its institutional stability. In 2010, the programme supported (see also table 7):

- The construction and furnishing of phase 1 of AFARD office block in Nebbi and procurement of a 4WD pick-up for Yumbe office and 2 motor cycles for Field Officers.
- The procurement of basic office equipments – laptop computers, digital cameras.
- Staff trainings. For instance, the Programme Director and Food and Income Security Manager (FISM) attended training in CDRRM in Arusha. FISM and 01 FO (together with 02 district staff from Nebbi and Yumbe) were trained in water shed management in Mukono and in Marketing in Jinja. In collaboration with SNV, staffs were also inducted on value chain approach to development.
- Board field visits and meetings to ensure improved transparency and informed decision-making processes.
- On cost-sharing basis, staff time remuneration especially for management staffs.

**Table 7: Achievements of AFARD's sustainability outputs**

Objective/ Activity	Type	Target	Actual	Success rate	Remarks
Key Result Area 16: AFARD capacity to initiate, coordinate, account & learn from development programmes improved					
16.1 Procure equipments	Motor vehicle	1	1	100%	A double cabin pickup was procured for Yumbe office to facilitate its coordination activities in Yumbe and Moyo districts. It awaits delivery by Walusimbi Motors.
	M-cycles,	50	50	100%	2 heavy duty motor cycles were procured for AFARD and 48 light duty motor cycles were procured and distributed to the BOs. OATC however missed out.
	Mobile phones	34	35	103%	All phones were distributed to BO chairpersons. Aliamu that missed out was allowed to buy a phone using the funds for telephone cost.
	Laptops	2	2	100%	These were bought for AFARD use.
	Cameras	2	2	100%	As above.
16.2 Promote WENDI visibility	Solar system	1			See 2.1 above. The procurement of these inputs have been requested for Yumbe office but is awaiting approval.
	Photo copier	1			
16.3 Hold monitoring visits	Management & FOs	82	63	79%	This aspect has been left for gorta Country and Dublin offices to handle in order to ensure coherence with gorta branding. Instead of the planned 2 BOs visits per day, often 3+ were visited per day thereby reducing the number of total visits. Besides, a joint Top Management and FO monitoring visits were preferred in order to alert the responsible FO of what her/his BOs needed to do. However, independent financial mentoring and audit visits (8 in total) were conducted by finance team. From these visits, a number of good and bad practices were also identified and shared with BOs.
	Board	2	2	100%	The Board Secretary visited some of the groups considered "troublesome" and suspected of fraud in order to explain to them that AFARD Board would not hesitate to take culprits to court over fraud besides cancelling partnership with such BOs.
16.4 Hold Board/LG visits	DLGs	5	5	100%	Districts leaders took independent field monitoring visits to assess WENDI programme and help plug areas they were brief had problems. The reports from Yumbe, Moyo, Zombo and Nebbi have been instrumental in the 2011 planning as well as mentoring BOs.
	LLGs	22	20	91%	The withdrawal from Wadelai and Paidha TC reduced the number of LLGs to 20. However, the emergence of new administrative units in Nebbi, Zombo and Yumbe districts (>12 LLGs) could not be funded. The LLGs conducted quarterly monitoring visits to the projects in their jurisdictions.
	Meetings	8	20	250%	There were two meetings held in each quarter per district. This involved planning for and reviewing performance in the quarter as well as learning from each others. The involvement of local government officials also provided advocacy points for BO leaders.
16.6 Hold BO review meetings	Meetings	164	164	100%	A joint review was conducted by AFARD staff with all BoMs at their sites quarterly. In these meetings, BO members reported on what they accomplished, the changes they are experiencing in their lives, the challenges they are facing and ways forward were discussed. For BO leaders, these meetings were a test on their transparency. Meanwhile for AFARD it provided lesson learned that were later shared in the bigger district networks.
16.7 Performance report production	Copies	736	368	50%	The outstanding balance will be used for the production of this annual report (only ready for print after gorta's review). Copies of the report are shared with BOs, local governments, AFARD Board and management as well as gorta. It is a functional fulfillment of transparency and accountability mandatorily required by Ministry of Internal Affairs, NGO Board and Office of the Prime Minister.
16.8 Board meetings	Meetings	2	2	100%	Two Board meetings were held on July 26, 2010 and December 21, 2010 at Nebbi. The meetings elected the Vice Chair as the Board chair in replacement of the Rev. Fr. Geoffrey Ocamgiu (RIP) who passed away in May 2010. It also adopted the audit report 2009 and revised work plan 2010 and approved 2011 plan.
16.9 Planning for WENDI 2011	Plan/budget	1	1	100%	The draft plan for 2011 is at a discussion stage by AFARD and gorta technical teams. Its priority is production for the market.
16.10 Administrative support	Routine				Routine operation support in terms of stationery, telephone, internet, and vehicle maintenance were provided.
- Operations	Routine				Top up salaries were provided for some staffs (PD, FISM, FAM, and 2 accountants). However, following the WENDI year 1 review discussion (and the subsequent ratification by the Board), funds meant for allowances were shared for both performance allowances and salaries using the normalized per diem rates and salary scale. Equally, timesheet has been introduced for all staffs
- Salaries	Staffs				The Board has appointed KPMG to conduct the audit exercise in January 2011.
- Audit	Unit	1	-	-	
KRA 17: AFARD is financially sustainable					
17.1 Finalize AFARD office & furnish (phase 1)					The main tasks accomplished on phase 1 of the office block construction included installation of LAN, intercom, and Air conditioning; Furnishing of the conference hall; laying of pavers on the compound and painting.
17.2 Develop sustainability strategy					Although this activity was not planned for in the year, AFARD, gorta and SNV are exploring how best AFARD can act as a hub for developing a feasible market gateway in the oil seed subsector production and marketing chain. A value chain analysis and market feasibility study was conducted and business plan developed. The plan acted as the basis for 2011 planning with the BOs and other stakeholders.



## ***Results***

From the aforementioned, AFARD has gained greater visibility in West Nile region. Staffs feel at home as they have adequate facilitation to perform their roles. BO members also feel that they are not engaged with an agency that will “leave them as orphans tomorrow”.

Finally, through such credibility AFARD was able in 2010 to win funding support from Ministry of Health for mosquito net distribution in Nebbi and Zombo district and to build a 5-year partnership with African Evangelical Enterprise. Together with **gorta**, AFARD was also able to secure a 3-year funding support from Irish Aid.

## ***Key challenges***

To date, there is no clear source of local funding. Without adequate local fund, AFARD farmland procured in 2009 is redundant. Phase 2 of office building has also stalled. Nebbi programmes office lack means of transport given that the old land cruiser is too costly to maintain. Besides, there is no guarantee fund for staff emolument.

## 4 ACHIEVEMENT OF OUTCOMES

Apart from the output targets set for the year, the step-wise programming approach also requires that results (outcomes and impacts) are targeted. Below table 8 presents a summary of what were achieved in the year. Worth noting is that the result targets were set based on year 1 performance largely driven by the high responsiveness of BO members to causing positive changes in their livelihoods. What follows from table 1 are a summary performance status of the various thematic focus of the programme.

*See table on next page*

**Table 8: WENDI 2010 Results Achievement Status**

Theme	Focus	Strategic objectives	Results	Target	Actual	Variance	Remarks
Food and income security	Food security	KRA 1: Access to sustainable and improved agro-technologies increased.	-Households able to eat 3 meals a day -Households using improved energy savings stoves	80% 74%	83% 32%	3% -42%	Many trainees promised to use the Dec-Jan period to make stoves as farm work took much of their time. Yields of many marketable crops were affected by adverse weather. Many members are yet to sell their second season produce. Besides, prices of cassava dropped sharply by about 79%.
		KRA 2: BO members secured improved farm marketing margins.	Households with UGX 1 million saved	25%	9%	-16%	Many households using own seeds and planting materials which should help them sustain this achievement.
		KRA 3: Knowledge and practice of better nutrition improved.	Households able to eat 3 meals a day	80%	83%	3%	Farming was primarily for food. Also, limited loan fund at high interest rate affected household income earnings. Further, many households preferred to save in materials assets. See table 9
	Economic security	KRA 4: Ability of BO members to engage in productive income generating activities enhanced.	BOs with at least UGX 10 million Households with UGX 1 million saved	70% 25%	42% 9%	-28% -16%	BOs diversified their income sources and relied heavily on monthly contributions to increase their local revenues. Increased portfolio meant increased outreach
		KRA 5: BO members enabled to save and loan themselves in a fraud free business oriented manner.	BOs with credit schemes BO loan portfolio BO members borrowing from BO schemes	100% UGX 250Mn 50%	100% UGX 890 78%	UGX 640 28%	Budget cut led to a reduction in the number of boreholes initially planned for constructions.
		KRA 6: Access to safe public water and sanitation points increased.	BO members using safe water Water sources with functional Facility Management Committees	90% 100%	75% 100%	-15%	
		KRA 7: Utilization of safe water and sanitation chain management practices increased.	-BO members using mosquito nets -BOs enforcing sanitation byelaws -BO member households with latrines -Rate of Malarial disease (in children)	100% 100% 90% 45%	100% 100% 95% 25%	5% 15%	
	Health security	KRA 8: Comprehensive knowledge and positive attitudes and practices regarding HIV/AIDS improved.	BO members tested HIV status Community openly talk about HIV/AIDS	8% 100%	10% 100%	2%	Responses to testing was low because many CHFAs lack the counseling skills leaving many people unprepared for testing. Testing kits were also limited
		KRA 9: Community care and support for PLWA and OVCs increased.	# of OVCs supported with education materials and remained in school # of PLWA supported to access ART services	249 285	200 493	-49 208	The constitutional expulsion of errant members caused this reduction.
		KRA 10: Educational participation of children increased.	Community stigma for HIV positive people reduced Proportion of children enrolled in schools	95%	96%	1%	
Human development	Education security	KRA 11: Community ability to fund education of best performing children improved.	# of children supported by own villages/BOs under education fund	12	10	-2	There were few children who completed P7 education in Murusi parish in 2009.
		KRA 12: Vocational skills for self employment promoted among out of school youths.					

Theme	Focus	Strategic objectives	Results	Target	Actual	Variance	Remarks
Good governance	Good governance security	KRA 13: Women and local government leaders effectiveness to represent their constituency improved					
		KRA 14: Local government responsiveness and accountability through community participation improved					
	Community security	KRA 15: BO organizational management competency and growth improved	BOs at performance take-off stage (65-95%) BOs with at least UGX 10 million	60% 70%	32% 43%	-27% -27%	Loan schemes have not yielded steady income as previously projected; Income from farming was affected since the cassava that most groups planted for income has lost value due to over production.
AFARD and BO sustainability		KRA 16: AFARD's capacity to initiate, coordinate, account for and learn from development programme improved	Stakeholder satisfaction with and support for WENDI improved WENDI transparency deepened among its stakeholders				These variables were expressed by the various district and local governments as well as BO members.
		KRA 17: AFARD is financially sustainable	Improved programming basing on lessons learnt Office block (Phase 1) completed Public image of AFARD improved				The office block is actually considered the first of its kind in West Nile.

## Case Study 7: WENDI Better Living: Mr. Lui Silveri

Before becoming a member of our WENDI programme, life in this village was too hard to bear. We used to have only one meal a day of whatever we can lay our hands on to eat even if it was valueless. We ate to see the next day alive but not to be healthy and productive. This problem was because we would only grow poor varieties of crops (cassava and beans) on very small land size (0.4 acres). Not only was food scarce but money too was something one would not dream about. If anybody asked me for money, I felt like I was insulted. The only thing we would do was to weave bamboo basket. Each basket would take up to 3 days to finish. Yet, it was only sold for UGX 500. Given that it was only me who knew how to make the basket, imagine how even earning UGX 5,000 in a week was not only difficult but a nightmare! Not surprising, of our five children, only one could make it to school because we could not afford the cost of scholastic materials as well as uniforms for all of them.

Finally, unaware, one house was good enough for us. This house doubled as a kitchen and a bedroom. This bedroom was also shared with our children and visitors. We had no pit latrine and would always hide in the nearby bush. Our clothes were washed and hanged either on the roof or on nearby grass where they would often be collected with either worms or ticks. Due to lack of bath shelter, we would not bath during the day even after garden work. We had to wait for nightfall in order to bath.

After Kuligamba WENDI Group was formed in our village after the mobilization and address by AFARD officials in the presence of our Sub county leaders, I enrolled my household as a group member. Through the group, AFARD continued to enrich us with knowledge and skills of self reliance. We were also made to know what gorta programme strives to achieve – adequate good food, money and good health. All children were required to be in school as a way of building a prosperous future. Equally, AFARD brought us goats, hoes, cassava stalks and bean seeds. After assuring us that seeds would be available for up to one acre of land per member, I also opened 2 acres. In doing all these, my life is not the same. I am a proud member because:

- a) I have one acre of land planted with healthy cassava. I have high hope in its yield because I have seen in other areas that this type of cassava is quick maturing and high yielding. I also have half an acre garden planted with beans. This hope gives me more courage to work harder.
- b) I can now raise UGX 5,000 per week without much problem as before. Our household is involved in fish mongering. I take the loan from our group scheme and my wife runs the business. After every stock sales, we jointly discuss about the proceeds after loan repayment. Some of the profit we are using to buy food and scholastic materials.
- c) Now all my five children are in school. We are able to buy for them uniforms and scholastic materials using the profits from our loan-funded business.
- d) We are living in a clean home. I constructed a kitchen as well as a sleeping house for the children, a bath shelter and utensil drying rack. In the home there is also a pit latrine with a hand washing facility.



Mr. Lui Silveri (Photo: Dr. A. Lakwo)

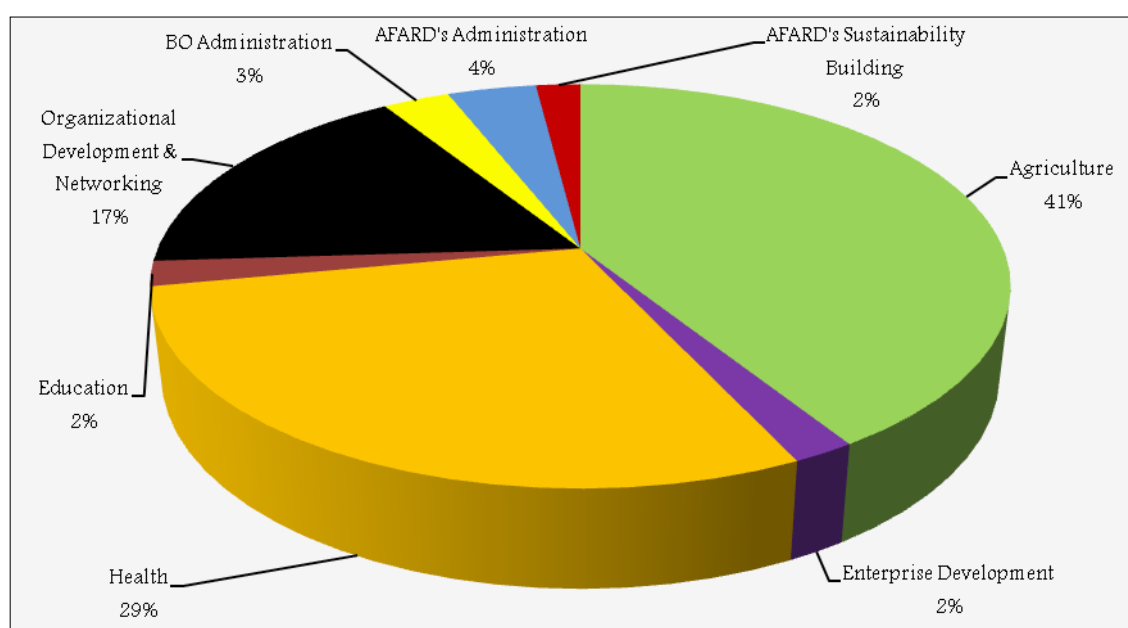
*As a new  
group  
member,  
I am  
optimistic  
that the  
future is  
bright for  
my family.*

## 5 FINANCIAL PERFORMANCE

### 5.1 Income and Expenditure Statement

The total programme income in the year was UGX 3,002,716,800. This was only 63% of the UGX 4,748,623,241 spent in 2009. Of the total income, UGX 168 million was balance carried forward from 2009 budget of AFARD and BOs. Forty three percent of the total income was however spent directly by BOs through a direct disbursement onto their various accounts. Figure 5 below presents a summary of the expenditure focus in the year (and the details are provided in annex 3). However, most of WENDI fund was spent on agriculture (41%), health (29%) and organizational development/networking (17%). This expenditure pattern was because of the strong interlink between the three focal areas as catalyst of self-reliant community development.<sup>3</sup>

**Figure 5: WENDI expenditures in 2010**



### 5.2 BO Financial Management Status

Given that 43% of the annual 2010 WENDI budget was spent by BO, the need for prudent financial management is inevitable. As a result, a simplified financial management system has been developed. All BOs were trained and refreshed on its use. Periodic mentoring supports from AFARD Finance team and the Field Officers are also provided. However, for safety reasons, quarterly audits are also conducted to ensure that BO funds are spent in accordance with the partnership agreement (strict adherence to budget lines, transparent transactions, and use of guidelines, among others).

At the end of the year, individual BO financial audit was conducted by the finance team. As is evident in annex 4, the performance of BOs improved from 63% to 77% (average 70%). A total of eight (8) BOs scored 50% and below – Mawa, Angaba, Asoroa, Bandilli, Yambura, Liwa north and Indilinga. These are all new BOs. Besides, they have the highest illiteracy rate. For instance, in Angaba, there is only one senior two graduate who doubles as a secretary and treasurer. These groups will need a lot of support from the FOs, the finance team, and local government officials given the fact that without routine support they will inevitably fail to catch up. The good note about them is that despite such inadequate adoption of prudent BO financial management system they did not experience any case of fraud. Member honesty continues to guide their operations.

<sup>3</sup> The BOs also have UGX 123 million as bank balances. However, given that the audit timing coincided with harvesting and valley cultivation, BOs are continuing to expend from this fund for agro-inputs in line with their production needs.

## 6 WAY FORWARD

**Table 9: Summary of accumulative WENDI achievements in 2010**

	Baseline 2009 (%)	Actual 2010 (%)	Difference (%)
<b>Proportion of BO member households:</b>			
• Eating 3 descent meals a day	26	83	57
• With UGX 1 million as cash saved	1	9	8
• Using safe water for drinking	33	75	42
• Using pit latrines	76	95	19
• With an iron sheet roofed house	0	9	9
• With bicycles	8	44	36
• With at least one goat	73	100	27
• With a radio	10	52	42
• With a mobile phone	7	32	25
<b>Proportion of BO member household population:</b>			
• Using long lasting insecticide treated mosquito nets	49	100	51
• Enrolled in school (6-19 years)	86	96	10
• Tested HIV status	37	47	10
• Children suffering from malaria	65	20	25

Source: WENDI Household Survey, December 2010

Table 9 above shows the extent to which WENDI programme goals are being achieved. The self-help drive that the programme has built in BoMs to the point that opportunists are simply expelled from membership presents the commitment of BoMs to building sustainable and locally owned fight against poverty. While before WENDI programme many households and people in the targeted areas of West Nile were far below national standards of services delivery and quality of life, today things are different. The UNHS 2009/10 shows that in Uganda 9% of the households still live on a meal a day, only 74% access safe water, 91% have toilet facility meanwhile only 41% use mosquito nets, and 52% suffer from malaria.

In 2010, WENDI programme reaching out to 10,205 households with 73,958 people deepened the gains ignited in 2009. In the beneficiary households, 83% eat at least 3 meals a day, 9% have income putting them above the national poverty line, 75% use safe water, 100% use mosquito nets, and 95% use own pit latrines. Community awareness reached 36% with sanitation and hygiene and 22% with HIV/AIDS information. Meanwhile 10% of the people have tested their HIV/AIDS status, 96% of school going age children are in school. Morbidity due to malarial declined from 65% in 2009 to 25% in 2010. More women and children are also being vaccinated. Finally, household asset building capacity has been ignited.

Through building synergy between farming and entrepreneurship, WENDI demonstrated that food and income security go hand in hand. For instance, balance diet is not achievable from own production alone. It involves market transactions between different actors. Yet, an effective engagement in this arena requires healthy people united for a common cause – collective responsibility. Thus, WENDI continued to deepen the realization that symbiotic relationships should be built between BoM households and their BOs on the one hand and between BOs and their local governments on the other. Herein, effective participation, leadership, and accountability remain important.

In the wake of all these emphasis, WENDI helped deepen the visibility and credibility of AFARD and **gorta**. Likewise, the number of BOs that attained take-off stage increased from eight (8) BOs in 2009 to 26 BOs in 2010.

Notwithstanding the above, some critical gaps require redress from 2011 and beyond. In food security, with more households able to secure adequate foods (98% in old BOs and 83% overall), there is need to foremost ensure a stable food security that is gender and nutrition sensitive. This should be pursued with a re-orientation to production for the market so that WENDI BoMs are able to have both food and adequate funds with which to improve their well being.



The market-driven production and marketing niche identified by AFARD in the course of the year deserves support. In the income/economic security facet, pursuing farming as a business should be concurrently undertaken with the harmonization of the group credit schemes in such a way that it brings adequate benefits to the BoM households. The exorbitant interest rate charged should be reduced to a near-market rate and business acumen deepened.

To deepen health security, there will be need to provide additional safe water points to water stressed areas. Comprehensive safe home should be strived for through vigilant compliance enforcement. Equally, the capacity of CHFAs needs improvement for them to effectively handle HIV post test care and support. Further, comprehensive testing should be pursued in collaboration with the District Medical Offices.

To make support to education security visible, there is need to mobilize and sensitize BoM households on the value of education and children's rights to education especially of girls. Linkage should also be established with local governments to ensure that education bylaws are in place. Above all, there is need to study the replication of Murusi Education Bylaw in all the lower local governments. Likewise, there is need to make education attractive through support to Solar Energy for Education and Environment Conservation (S4EE).

The current underdeveloped good governance pillar of WENDI needs critical reflection because sooner rather than later the people must be empowered to demand for services from their local governments whose responsiveness and accountability should not be compromised. The approach through FAO that is only focused on food and nutrition security should be reviewed because it is minimal in scope and unable to spark advocacy in other areas. BoMs deserve more than food security alone but an advocacy that includes issues of health and education security too.

In the institutional development of BOs, the re-orientation towards production for the market has its inherent market-metric demands. Members need to economically fit within their BOs beyond the initial social collectives. Additional trainings will be required to better leadership and governance, planning, monitoring, reporting and accountability.

There is also need to strengthen effective management and supervision. Within AFARD, stabilizing staffing level (especially in health, crops and livestock) and staff remuneration is vital particularly for Yumbe sub-office where there is added need for the provision of a sufficient solar power, stable internet connectivity and computers.

The current networking between AFARD, BOs and local governments also needs to be strengthened. More monitoring visits by management are required to offer mentoring support to BO leaders and BoMs on best practices that can improve on their organizational growth. Equally, FOs should be vigilant in promoting "as is support". Local government officials and the Board should also be effectively involved in building and ensuring WENDI accountability.

Under AFARD sustainability building, there is need to ensure that the opportunity provided by the production for the market is effectively tapped so that AFARD can be well positioned in the market chain to bring win-win gains for both the BOs and itself. However, this will call for adequate investment in the development of market infrastructures requisite for market penetration. In addition, AFARD staff will require skills development so as to effectively manage the market chain from production to marketing. For instance, they will need skills in extension for the new crops, cost-effective crop protection, post harvest management, stores management and market intelligence.

In sum, with all the gains WENDI implementation achieved and its strategic focus in 2011 and beyond, it can be envisaged that West Nile is on track towards becoming a region worth living in. The future is bright that many sons and daughters of the region will no longer continue to look at Kampala for a descent living. Consequently, the power center will not continue to ignore the voice of the people. But importantly, WENDI has awakened the realization that development does not wait for government to bring it to one's door step. It takes local mobilization, visioning, and ownership to fight own poverty and hunger and build prosperity.

# Annex 1: WENDI programme outreach and performance in 2010

	ILGs	Names of BOs	Households	Population	HHS eating 3 meals a day	HHS saved ≥ UGX 1Mn	HHS using safe water	HHS with pit latrines	Malaria in <5 years	People educated on HIV/AIDS	General Enrolment Ratio	POCA Status	BO Model Home Status	BO Performance Status	Status category
Nebbi	Pakwach TC	JOYODI	3,378	20,037					0%			83%		67%	Laggard <65%
		Pakwach Parish	100	876	86%	4%	97%	97%	41%	17%	96%	88%	51%	64%	Take-off 65-90%
Panyimur		Lokokura	88	876	100%	34%	100%	100%	40%	14%	18%	88%	75%	74%	
		Dei PTC	219	1,080	91%	25%	66%	50%	54%	175%	4%	90%	41%	59%	
		Panyimur Parish	95	773	101%	14%	95%	72%	91%	0%	3%	75%	58%	60%	
Panyango		Anyengele	48	290	98%	13%	100%	81%	47%	35%	59%	93%	55%	69%	
		Kwerkabucan	30	192	100%	3%	100%	93%	46%	58%	138%	90%	60%	72%	
		Mungujakisa	26	262	100%	4%	100%	100%	53%	20%	89%	88%	42%	60%	
		Paila (Panglieth)	100	797	77%	1%	13%	68%	15%	23%	61%	78%	30%	49%	
Akwooro		Olando	83	479	100%	0%	48%	100%	23%	11%	104%	95%	38%	61%	
		Munduriema	91	530	100%	2%	100%	100%	20%	14%	79%	93%	47%	65%	
		Got-lembe	90	612	100%	2%	100%	100%	19%	11%	96%	93%	49%	66%	
		Pongo	93	649	100%	5%	100%	100%	10%	12%	70%	93%	37%	60%	
		Murusi Central	142	816	99%	4%	100%	100%	7%	8%	87%	93%	45%	64%	
		Siringmba	72	442	100%	1%	100%	100%	14%	13%	108%	95%	48%	68%	
		Nyaravur	47	186	100%	17%	100%	100%	18%	222%	195%	95%	65%	77%	
		Nebbi TC	40	247	100%	18%	68%	100%	17%	0%	75%	95%	61%	78%	
Nebbi		Mungolonoyo	64	368	100%	5%	100%	98%	9%	0%	109%	95%	47%	68%	
		Kalawang	97	577	62%	7%	100%	90%	7%	0%	227%	85%	41%	59%	
		Paleo	90	590	99%	2%	99%	99%	10%	13%	90%	90%	52%	65%	
		Orussi (Oyiko)	3	324	84%	0%	10%	100%	10%	16%	68%	90%	36%	57%	
Orussi		Jupugetta	100	719	87%	0%	97%	100%	9%	8%	92%	90%	42%	60%	
		Cidu	86	925	100%	7%	52%	100%	7%	10%	84%	95%	37%	63%	
		Kubi Community													

	LLGs	Names of BOs	Households	Population	Hhs eating 3 meals a day	Hhs saved ≥ UGX 1 Mn	Hhs using safe water	Hhs with pit latrines	Malaria in <5 years	People educated on HIV/AIDS	General Enrolment Ratio	POCA Status	BO Model Home Status	BO Performance Status	Status category	
															Laggard <65%	
															Take-off 65-90%	
															Mature >90%	
Zombo	Paidha	Pakadha	100	800	100%	2%	100%	100%	50%	11%	74%	93%	48%	69%		
		Oruku	97	1,071	100%	2%	100%	100%	50%	18%	58%	88%	50%	64%		
	Kuligamba	107	627	74%	0%	15%	100%	100%	76%	16%	85%	88%	27%	52%		
		Kaya	90	488	100%	0%	100%	100%	100%	54%	27%	112%	85%	43%	57%	
		Congambe	20	209	100%	5%	100%	100%	100%	60%	62%	83%	95%	65%	77%	
	Jangokoro	Utimkisa	14	145	100%	0%	100%	100%	100%	98%	741%	87%	90%	67%	75%	
		JODPAC	16	149	100%	6%	100%	100%	100%	70%	291%	102%	93%	63%	76%	
		Zeü	Menze	109	689	100%	5%	49%	100%	100%	6%	88%	106%	88%	41%	59%
	Papoga		89	576	100%	0%	100%	100%	100%	13%	45%	119%	85%	45%	61%	
	Adhingi		99	521	100%	2%	100%	100%	100%	8%	90%	110%	85%	44%	61%	
Kango	Arii	99	607	100%	0%	89%	100%	100%	20%	12%	57%	0%	51%	62%		
	Kango	63	476	100%	0%	100%	100%	100%	58%	13%	153%	88%	59%	68%		
	Luku	84	696	100%	0%	85%	100%	100%	81%	11%	75%	85%	46%	59%		
	Vurra	99	783	94%	5%	67%	100%	100%	47%	10%	78%	85%	44%	58%		
Nyapea	Angaba	108	766	64%	0%	11%	100%	100%	33%	7%	79%	85%	26%	49%		
	Mawa	96	612	59%	0%	49%	100%	100%	90%	13%	75%	85%	36%	54%		
	Nyapea Cana	83	531	100%	4%	100%	100%	100%	55%	10%	116%	88%	46%	62%		
	Ombeniva	97	1,043	100%	52%	70%	100%	100%	65%	10%	152%	88%	59%	68%		
	Ndara	93	973	100%	53%	76%	100%	100%	43%	9%	140%	85%	65%	69%		
	Ledriwa	88	1,044	100%	55%	100%	100%	100%	38%	8%	66%	88%	80%	79%		
Arua	Rhinocamp	Oyu	99	627	91%	4%	90%	100%	36%	15%	135%	75%	50%	58%		
		Pasumu	95	1,048	74%	27%	47%	100%	100%	71%	8%	86%	70%	53%	57%	
	Aleiva	99	1,031	69%	6%	21%	100%	100%	35%	9%	202%	73%	47%	51%		
	Asaroa	96	721	100%	16%	57%	100%	100%	67%	13%	88%	75%	64%	65%		
	Bandili	92	739	100%	16%	29%	100%	100%	98%	13%	106%	80%	60%	66%		
	Katanga	94	1,095	100%	7%	69%	100%	100%	3%	7%	40%	80%	47%	59%		
	Ovuocaku	98	843	64%	9%	27%	100%	100%	84%	10%	83%	78%	48%	60%		

Districts	LLGs	Names of BOs	Households	Population	HHS eating 3 meals a day	HHS saved ≥ UGX 1 Mn	HHS using safe water	HHS with pit latrines	Malaria in <5 years	People educated on HIV/AIDS	General Enrolment Ratio	POCA Status	BO Model Home Status	BO Performance Status	Status category Laggard <65% Take-off 65-90% Mature >90%
Yumbe	Drajini	OATC	-	-	100%	0%	100%	100%	75%	11%	182%	75%		72%	
		Lodonga	93	725	100%	39%	100%	100%	88%	31%	115%	85%	48%	60%	
		Aupi	75	697	100%	0%	100%	100%	88%	15%	84%	90%	59%	68%	
		Aliamu	80	719	100%	1%	68%	95%	88%	24%	113%	85%	50%	61%	
		Matu	68	619	71%	8%	100%	100%	94%	0%	115%	88%	45%	59%	
		Okuvuru	59	388	98%	2%	100%	88%	11%	15%	115%	90%	49%	61%	
		Yiba	85	896	100%	3%	73%	98%	13%	50%	77%	90%	50%	64%	
		Naku	60	533	87%	0%	97%	100%	41%	12%	85%	90%	61%	70%	
		Odokibo	54	398	100%	0%	100%	100%	79%	27%	98%	85%	43%	55%	
		Caci	84	756	100%	1%	90%	100%	65%	0%	149%	83%	37%	52%	
		Atiminda	80	683	100%	11%	100%	100%	15%	9%	144%	88%	54%	63%	
		Aliodiranyosi	97	1,138	96%	5%	29%	100%	14%	41%	88%	83%	65%	69%	
		Enjanyangaku	82	711	100%	5%	100%	100%	26%	13%	116%	83%	44%	55%	
		Alionyanya	80	672	100%	4%	100%	100%	49%	9%	108%	83%	50%	58%	
		Iyigobu	92	623	100%	3%	70%	32%	80%	0%	103%	83%	51%	60%	
Moyo	Gimara	Yambura	76	560	36%	0%	1%	92%	56%	28%	101%	83%	40%	56%	
		Aupi Apo	84	583	18%	9%	98%	81%	55%	12%	100%	78%	49%	61%	
		Oriha	100	791	71%	1%	46%	93%	73%	35%	93%	68%	35%	42%	
		Kisimua	100	935	74%	0%	77%	78%	61%	24%	147%	85%	28%	47%	
		Modicha	77	588	16%	24%	81%	87%	51%	22%	77%	80%	44%	52%	
		Fatah	78	646	79%	4%	85%	85%	96%	12%	128%	88%	46%	59%	
		Omba	79	646	41%	100%	100%	100%	97%	12%	90%	80%	75%	65%	
		Maduga north	76	643	5%	1%	84%	100%	65%	0%	64%	80%	32%	46%	
		Maduga south	75	605	25%	0%	59%	98%	41%	0%	91%	75%	28%	44%	
		Liwa North	100	1,081	20%	0%	38%	93%	80%	0%	112%	83%	30%	49%	
		Lionga north	97	689	22%	11%	68%	94%	18%	0%	125%	80%	30%	45%	
		Lionga south	100	605	11%	5%	65%	100%	93%	0%	106%	83%	53%	60%	
		Odonga Central	98	905	60%	0%	22%	100%	53%	8%	74%	85%	31%	49%	
		Indilinga West	100	967	93%	0%	31%	100%	65%	0%	126%	88%	50%	61%	
		Drabiju	88	777	100%	6%	97%	100%	31%	21%	155%	83%	47%	54%	
Programme Total		Abiriamajo	95	1,048	16%	6%	74%	100%	42%	33%	80%	80%	36%	49%	
			10,205	73,958	83%	9%	75%	95%	40%	22%	96%	89%	47%	60%	

## ANNEX 2: WENDI FOCUS IN 2010

In 2010, WENDI Programme increased its Beneficiary Organizations (BOs) from 51 to 82. This meant that apart from deepening the gains made in 2009, there was need to start afresh in the new BOs. In order to build synergy between the old and the new BOs, it was important to identify critical focus for WENDI in 2010. Such a focus drawn from within WENDI's 7-years goal was meant to stir coordinated implementation and impact accounting and learning.

In this vein, the following were agreed upon with the BO leaders, local government representatives and AFARD Board as core areas of focus:

<b>Food security</b>	<ul style="list-style-type: none"> <li>(i) All BOs must have gardens under various crops for demonstration-cum-income generation purposes.</li> <li>(ii) All members engaged in farming should have food security plots and adopt better practices.</li> <li>(iii) All homes should strive to eat 3 decent meals in a day (aware of food acceptability and sharing practices).</li> <li>(iv) All homes should have at least 4 goats for new BOs and 10 goats for old BOs</li> <li>(v) All BOs involved in farming should establish seed and market bulking system</li> </ul>
<b>Income/Economic security</b>	<ul style="list-style-type: none"> <li>(vi) All BOs should have a functional credit scheme harmonized with WENDI guidelines.</li> <li>(vii) All BOs should have at least UGX 7 Million for new BOs and UGX 15 million for old BOs.</li> <li>(viii) All households are expected to strive to save at least UGX 1 million, start the process of building a permanent house (by buying mabati sheets), and buy some of the assets included in the modern home standard.</li> </ul>
<b>Health security- Water and Sanitation</b>	<ul style="list-style-type: none"> <li>(ix) All homes must have safe home facilities. All BOs should establish a Sanitation By-law to ensure compliance.</li> <li>(x) All household members should use insecticide treated mosquito nets.</li> <li>(xi) All places like bushes, stagnant water, etc that aid vector spread should be kept clean.</li> <li>(xii) All water sources should have management committees who collect user fees and every facility should have its own Bank Account.</li> <li>(xiii) All pregnant women should attend antenatal services from a known health facility.</li> <li>(xiv) All children under 5 years should be vaccinated against killer diseases.</li> </ul>
<b>Health Security-HIV/ AIDS</b>	<ul style="list-style-type: none"> <li>(xv) All people especially adults should be encouraged to test their HIV/AIDS status.</li> </ul>
<b>Education security</b>	<ul style="list-style-type: none"> <li>(xvi) All homes must ensure that their children are enrolled in and participate regularly in schools (in line with government policy).</li> </ul>
<b>Institutional development</b>	<ul style="list-style-type: none"> <li>(xvii) In terms of leadership and governance, BO leaders: Must be transparent on all businesses of the BO; involve all member in decision-making; report monthly to members; have detailed activity plans; respect the various committees-production, health, loan, etc; account for both WENDI and local funds; ensure correct information is filled with both AFARD, sub county, and the BOs; and ensure members adhere to WENDI best practices.</li> </ul>

## ANNEX 3: FINANCIAL STATEMENT AS AT DECEMBER 20, 2010

INCOME STATEMENT	UGX	€ (@2867UGX)	% share
Balance c/f from WENDI 2009- AFARD	132,152,751	46,094	4.4%
Balance c/f from WENDI 2009 -Bos	36,362,589	12,683	1.2%
Disbursement 1 for UGA/1931/09	4,612,420	1,609	0.2%
Disbursement 2 for UGA/1982/10	2,016,273,721	703,270	67.1%
Disbursement 3 for UGA/1982/10	34,581,779	12,062	1.2%
Disbursement 4 for UGA/1982/10	778,733,540	271,620	25.9%
<b>TOTAL INCOME</b>	<b>3,002,716,800</b>	<b>1,047,338</b>	<b>100.0%</b>

	EXPENDITURE STATEMENT	UGX	€ (@2867UGX)	% share
KRA 1	Access to sustainable and improved agro-technologies	1,227,092,454	456,678	40.9%
KRA 2	BOs & BO members secured better marketing margins	80,000	30	0.0%
KRA 3	Knowledge & practice of better nutrition	16,540,000	6,156	0.6%
KRA 4	Ability of BO members to engage in productive IGA	33,391,000	12,427	1.1%
KRA 5	BO members enabled to save and loan	-	-	0.0%
KRA 6	Access to safe public water and sanitation facilities	178,287,175	66,352	5.9%
KRA 7	Utilization of safe sanitation and water chain management	402,336,500	149,734	13.4%
KRA 8	Comprehensive knowledge & positive attitudes/practices of HIV/AIDS	24,300,000	9,044	0.8%
KRA 9	Community care and support for PLWA/OVCs	-	-	0.0%
KRA 10	Education participation of children	49,873,026	18,561	1.7%
KRA 11	Community ability to fund education of children	-	-	0.0%
KRA 12	Vocational skills among out of school youths	-	-	0.0%
KRA 13	Effective women and local government leadership	-	-	0.0%
KRA 14	BO participation in local governance	-	-	0.0%
KRA 15	BO organizational management	66,550,000	24,767	2.2%
KRA 16	Administration, coordination, & accountability	612,622,148	227,995	20.4%
KRA 17	AFARD sustainability	104,263,720	38,803	3.5%
	Total expenses	2,715,336,023	1,010,546	90.4%
	Balance b/d	287,380,777	100,237	9.6%
	<b>Grand total</b>	<b>3,002,716,800</b>	<b>1,047,338</b>	<b>100.0%</b>

## ANNEX 4: BO FINANCIAL MANAGEMENT PRACTICES, 2010

Names of beneficiaries	Use of Cashbook	Use of Fund Utilization Memo	Receipts for transactions	Use of Input Distribution sheet	Minutes approving use of funds	Use of Payment sheet	Reconciliation of accounts	Filling of transactions	Total score	Qtr 2 %age	Qtr 1 %age	Average Performance %age
Got-Lembe	0.5	1.0	0.5	-	1.0	1.0	1.0	1.0	6.0	75	56	66
Olando	0.5	1.0	0.5	-	1.0	1.0	-	1.0	5.0	63	56	59
Siringmba	1.0	0.5	1.0	-	0.5	1.0	0.5	1.0	5.5	69	56	62
Murusi Central	0.5	1.0	1.0	-	0.5	1.0	1.0	1.0	6.0	75	56	66
Pongo	1.0	0.5	0.5	-	1.0	1.0	0.5	1.0	5.5	69	56	62
Munduriema	0.5	1.0	0.5	-	1.0	1.0	0.5	1.0	5.5	69	56	62
Kalowang	0.5	1.0	0.5	-	1.0	1.0	0.5	1.0	5.5	69	56	62
Paleo	0.5	1.0	0.5	-	0.5	1.0	1.0	1.0	5.5	69	56	62
Mungu Lonyo	1.0	0.5	1.0	-	0.5	1.0	1.0	1.0	6.0	75	56	66
Nyaravur	1.0	1.0	1.0	-	0.5	1.0	1.0	1.0	6.5	81	56	69
Jupugeta	0.5	1.0	1.0	1.0	1.0	1.0	0.5	-	6.0	67	56	61
Cido	1.0	1.0	1.0	-	1.0	1.0	-	1.0	6.0	75	56	66
Kubbi	1.0	1.0	0.5	1.0	1.0	1.0	0.5	1.0	7.0	78	56	67
Oyiko	0.5	0.5	1.0	0.5	1.0	1.0	-	-	4.5	50	56	53
JOYODI	-	1.0	1.0	1.0	1.0	1.0	-	1.0	6.0	67	56	61
Jupa-olony	0.5	0.5	1.0	1.0	1.0	1.0	1.0	1.0	7.0	78	56	67
Anyengele	1.0	1.0	1.0	-	1.0	1.0	0.5	1.0	6.5	81	56	69
Kwerkabucan	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	8.0	89	56	72
Mungu Jakisa	0.5	0.5	1.0	-	1.0	1.0	-	0.5	4.5	56	56	56
Pangieth	0.5	1.0	1.0	-	1.0	1.0	-	1.0	5.5	69	56	62
Lokokura Singla	0.5	1.0	1.0	-	1.0	1.0	0.5	1.0	6.0	75	56	66
Panyimur	0.5	1.0	1.0	-	1.0	1.0	1.0	1.0	6.5	81	56	69
Dei PTC	1.0	1.0	0.5	-	1.0	1.0	1.0	1.0	6.5	81	56	69
Odonga Central	0.5	1.0	1.0	-	1.0	-	-	0.5	4.0	57	56	57
Indilinga West	0.5	0.5	0.5	-	0.5	0.5	0.5	0.5	3.5	44	56	50
Drabijo	0.5	-	-	-	-	-	0.5	-	1.0	50	56	53
Mbale	0.5	-	-	-	-	-	0.5	-	1.0	50	56	53
Abiriamajo	-	1.0	1.0	-	1.0	-	-	-	3.0	50	56	53
Maduga North	0.5	1.0	1.0	-	1.0	1.0	-	0.5	5.0	63	56	59
Maduga South	0.5	1.0	1.0	-	1.0	1.0	-	0.5	5.0	63	56	59
Liwa North	-	-	-	-	-	-	-	-	-	-	56	28
Lionga North	0.5	1.0	1.0	-	-	1.0	0.5	1.0	5.0	63	56	59
Lionga South	0.5	1.0	1.0	-	1.0	-	1.0	0.5	5.0	71	56	64
Yambura	-	-	0.5	-	1.0	1.0	-	1.0	3.5	44	56	50
Aupi Apo	-	1.0	1.0	1.0	0.5	1.0	-	1.0	5.5	61	56	59
Oribi	0.5	1.0	1.0	1.0	1.0	1.0	0.5	-	6.0	67	56	61
Kisimua	0.5	0.5	0.5	-	1.0	1.0	1.0	-	4.5	56	56	56
Modicha	0.5	1.0	1.0	-	1.0	1.0	1.0	-	5.5	69	56	62
Fataha	0.5	0.5	1.0	-	1.0	1.0	-	0.5	4.5	56	56	56
Omba	0.5	0.5	1.0	-	1.0	1.0	-	1.0	5.0	63	56	59
OATC	0.5	1.0	1.0	-	-	1.0	1.0	1.0	5.5	79	56	67
Naku	0.5	1.0	1.0	-	1.0	-	1.0	1.0	5.5	79	56	67
Matu	0.5	1.0	1.0	0.5	1.0	-	0.5	1.0	5.5	69	56	62
Lodonga	1.0	0.5	1.0	-	1.0	-	1.0	-	4.5	64	56	60
Yiba	0.5	1.0	1.0	-	1.0	-	1.0	1.0	5.5	79	56	67



Names of beneficiaries	Use of Cashbook	Use of Fund Utilization Memo	Receipts for transactions	Use of Input Distribution sheet	Minutes approving use of funds	Use of Payment sheet	Reconciliation of accounts	Filling of transactions	Total score	Qtr 2 %age	Qtr 1 %age	Average Performance %age
Aupi	0.5	1.0	1.0	1.0	1.0	1.0	1.0	-	6.5	72	56	64
Aliamu	0.5	1.0	1.0	-	1.0	-	1.0	1.0	5.5	79	56	67
Odokibo	0.5	1.0	1.0	0.5	1.0	-	0.5	0.5	5.0	56	56	56
Okuvuru	0.5	1.0	1.0	1.0	0.5	1.0	-	1.0	6.0	67	56	61
Atiminda	0.5	1.0	1.0	-	1.0	0.5	-	1.0	5.0	63	56	59
Iyigobu	1.0	1.0	0.5	1.0	1.0	1.0	1.0	1.0	7.5	83	56	70
Aliodraanyosi	0.5	1.0	1.0	-	1.0	1.0	1.0	1.0	6.5	81	56	69
CACI Women	0.5	1.0	-	-	1.0	1.0	1.0	1.0	5.5	69	56	62
Alionyanya	1.0	1.0	1.0	-	0.5	1.0	1.0	-	5.5	69	56	62
Izanyangaku	1.0	1.0	1.0	-	1.0	1.0	1.0	0.5	6.5	81	56	69
JODPAC	1.0	1.0	1.0	-	1.0	1.0	1.0	1.0	7.0	88	56	72
Congambe	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	8.0	89	56	72
Utimkisa	1.0	1.0	0.5	-	1.0	1.0	1.0	1.0	6.5	81	56	69
Kango Parish	1.0	0.5	1.0	-	1.0	1.0	1.0	-	5.5	69	56	62
Luku	1.0	1.0	1.0	-	1.0	1.0	1.0	0.5	6.5	72	56	64
Vurra	0.5	1.0	1.0	-	1.0	1.0	-	0.5	5.0	63	56	59
Zumbo	0.5	0.5	1.0	-	1.0	-	1.0	-	4.0	50	56	53
Angaba	0.5	-	-	-	-	-	-	-	0.5	6	56	31
Mawa	0.5	1.0	1.0	-	1.0	1.0	0.5	1.0	6.0	75	56	66
Uruku	0.5	1.0	1.0	1.0	1.0	0.5	-	1.0	6.0	67	56	61
Kaya	1.0	0.5	1.0	1.0	1.0	0.5	1.0	0.5	6.5	72	56	64
Pakadha	1.0	1.0	1.0	-	1.0	1.0	1.0	1.0	7.0	78	56	67
Kuligamba	0.5	1.0	0.5	1.0	1.0	1.0	1.0	1.0	7.0	78	56	67
Arii	0.5	1.0	1.0	-	0.5	1.0	1.0	1.0	6.0	67	56	61
Menze	0.5	1.0	1.0	-	0.5	1.0	1.0	1.0	6.0	75	56	66
Adhingi	-	0.5	0.5	0.5	1.0	0.5	-	1.0	4.0	44	56	50
Papoga	0.5	1.0	1.0	1.0	1.0	1.0	0.5	1.0	7.0	78	56	67
Ndara	0.5	1.0	1.0	-	1.0	0.5	1.0	1.0	6.0	75	56	66
Ombeniva	0.5	0.5	1.0	-	1.0	-	0.5	1.0	4.5	64	56	60
Ledriya	0.5	1.0	1.0	-	0.5	-	1.0	1.0	5.0	71	56	64
Katanga	0.5	1.0	1.0	1.0	1.0	1.0	-	0.5	6.0	67	56	61
Asaroa	1.0	0.5	1.0	-	0.5	0.5	0.5	-	4.0	44	56	50
Bandili	1.0	0.5	0.5	0.5	1.0	-	-	0.5	4.0	44	56	50
Ovuocako	0.5	1.0	1.0	1.0	0.5	1.0	0.5	1.0	6.5	72	56	64
Oyu	0.5	1.0	1.0	-	1.0	1.0	-	1.0	5.5	69	56	62
Pasumu	0.5	1.0	1.0	1.0	1.0	1.0	1.0	0.5	7.0	78	56	67
Aleiva	0.5	1.0	1.0	1.0	1.0	1.0	0.5	1.0	7.0	78	56	67
	49.0	68.0	69.0	21.5	69.0	61.5	47.5	58.5	444.0	77%	63%	70%

- 1 Outreach is presented as per the number of BO, households or BoMs who benefited from the programme. Figures are for inputs that WENDI approved and were actually delivered.
- 2 Worth noting is that seeds and planting materials were provided according to the actual land opened for the crop after an assessment by the BO Production Committees and verification by the FOs. Adjustments were also made in view of the weather conditions. Ex sendam ublicau deortid con senatinti, fac opone corta, sicaverem, nu suscep verum senatia civere is se pervitum orditem condam ac tero aspectu moressilinc tis estod sedo, ut iae consum det, audem optem nor quam quasdaceresi poeris. Vivilic turbis hocchili ina, unum ad nos Martam conscrissed conihilis, C. An hocchi, satiquam in vesse, essupio nota strum maximus? Geres o



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