

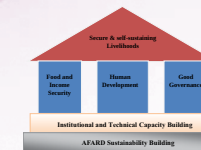


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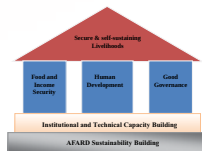
**West Nile Development Initiative (WENDI)**

*Transforming Livelihoods*

# ANNUAL REPORT

## JANUARY – DECEMBER 2011

Prepared by:  
Dr. Alfred Lakwo, Executive Director  
Agency for Accelerated Regional Development  
(AFARD)  
December 27, 2011



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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

# Table of Contents

<b>Acronyms.....</b>	<b>ii</b>
<b>1 Introduction .....</b>	<b>1</b>
1.1 Background information.....	1
1.2 About West Nile Development Initiative (WENDI) .....	2
<b>2 Contextual Analysis.....</b>	<b>3</b>
<b>3 Supportive Activities .....</b>	<b>4</b>
<b>4 Thematic Performance .....</b>	<b>6</b>
4.1 Food Security.....	7
4.2 Economic Security .....	11
4.3 Health Security (Water and Sanitation) .....	17
4.4 Health Security (HIV/AIDS).....	19
4.5 Education Security .....	21
4.6 Good governance.....	24
4.7 Institutional Development.....	27
4.8 AFARD Sustainability.....	30
<b>5 Financial Performance .....</b>	<b>31</b>
5.1 Income Statement 2011.....	31
5.2 Expenditure Statement 2011 .....	31
5.3 Budget Allocation Efficiency 2009-11 .....	33
5.4 Thematic Expenditure 2009-11 .....	34
5.5 Return on Investment.....	34
5.6 BO Financial Management Capacity .....	36
<b>6 Way Forward.....</b>	<b>37</b>
6.1 Achievement of Outcome Targets .....	37
6.2 WENDI Outcomes 2009-11 .....	37
6.3 Crucial Impediments.....	39
6.4 Recommendations for 2012+.....	40
6.5 WENDI Target 2012 .....	42
6.6 Concluding Remarks.....	42

# Acronyms

<b>Annex 1: BO Financial Management Status.....</b>	<b>44</b>
<b>Annex 2: Harmonized Monitoring Framework.....</b>	<b>48</b>
<b>Annex 3: BO Performance status, 2011 .....</b>	<b>49</b>
Figure 1: Selected improvement indicators in food security domains .....	8
Figure 2: Safe Sanitation and Hygiene Practices, 2008-2011 .....	18
Figure 3: BO locally generated funds by source .....	29
Figure 4: BO local contributions by source.....	29
Figure 5: WENDI Budget Allocation, 2009-11 .....	34
Figure 6: Results of WENDI programme in the Beneficiary Households.....	38
Figure 7: Assets Building Status .....	38
Table 1: Achievements of outputs under food security.....	7
Table 2: Achievements of outputs under production for the market and asset.....	12
Table 3: Achievements of outputs under health security (water and sanitation).....	17
Table 4: Achievements of outputs under health security (HIV/AIDS) .....	19
Table 5: Achievements of outputs under education security .....	21
Table 6: Achievements of outputs under good governance .....	24
Table 7: Achievements of outputs under institutional development.....	27
Table 8: Achievements of outputs under AFARD's sustainability .....	30
Table 9: Income performance.....	31
Table 10: Expenditure performance .....	32
Table 11: WENDI outreach and cost per capita, 2009-11.....	33
Table 12: WENDI Return on Investment Analysis .....	35
Table 13: WENDI Target 2012 .....	42

# 1. Introduction

## 1.1 Background information

The West Nile region is located in northern Uganda bordering Southern Sudan and the Democratic Republic of Congo (DRC) to the west and north respectively. 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. About five in 10 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 compared to 52 years nationally.

A history of war, remoteness and persistent lack of voice of the communities, among other factors, translate directly into limited access to government services. In addition, the rain-fed subsistence farming on which over 90% of the population depend for a livelihood has over the years been negatively affected by deteriorating weather, soil degradation as population pressure increases and soaring costs of inputs, among other factors. Box 1 below drawn from a baseline survey conducted in 2009 presents a summary of the livelihood insecurity in West Nile.

### Box 1: Typical characteristics of livelihoods in West Nile

In a baseline study conducted among 51 Beneficiary organizations (BOs), it was found out that: only 1.4% of the beneficiaries resided in permanent housing units; 73% used local paraffin lamps for lighting; 7%, 8% and 10% had mobile phones, bicycles and radios respectively. Besides, only a few of the households were able to buy direly needed necessities like foods (sugar, 28% and meat, 19%) and pay for medical (30%) and education (20%) costs with ease.

Majority of the beneficiaries (92%) primarily depended on farming as their main source of livelihood. Yet, only 3.8% had access to extension services and many lacked access to improved crop varieties (>80%) and improved livestock breeds (99%). Actually, 27% and 85% had not just a cow and a goat respectively. Only 42% ate balanced diet and 36% did not earn extra money from crop while 81% extra money from livestock. Average income per season was about UGX 100,000 (€36).

Livelihood activities were not diversified away from farming. Only 24.1% had micro-businesses and only 57% accessed group loans averaging UGX 75,700 (€30) leaving 43% of BO members financially excluded.

With respect to safe sanitation and water chain management, only 33% had access to safe drinking water. Vector control and safe home hygiene were poor: Only 49% used mosquito nets; and 76% shared latrines. The result was that 37% of the people were always sick- 85% from unsafe water and sanitation related sicknesses topped by malaria (65% among children and 18% among adults) with 8 productive days lost by adults monthly, 6 days lost monthly by children of school-going age, and an average of UGX 16,470 spent on medical bills on a monthly basis by a family.

HIV/AIDS prevention and mitigation remained weak. Only 58% of the people correctly identified HIV as a virus. Many high-risk transmission and prevention methods were unknown. For instance: mother-to-child transmission was known by only 31%; 10.2% had casual sexual partners; only 15.3% used condoms in casual sexual intercourse; 11.0% were engaged in transactional sex; and 14% were engaged in intergenerational sex.

Adult literacy level was also very low (20%) while only 3.4% had any form of vocational skills. Yet, of the 86% of children 4-19 years old enrolled in school, only 76% attended regularly and 18% dropped out annually. Females fared worst with respect to all the indicators above. The BOs, as the major implementation conduits, were also weak. The Participatory Organizational Capacity Assessment (POCA) revealed that only 39.2% scored a take-off status with the rest obtaining laggard status and none was at the maturity stage.

In all, the livelihood of a majority of the beneficiaries (34%) was found to be highly insecure. Few were food secure (44%), economic secure (8.6%), health secure (26%), education secure (13.6%), organizational/community secure (39%) and enjoyed good governance (24%).

Source: AFARD (2009)

Parents will transmit such insecure and vulnerable livelihoods to their children and grandchildren because, among other reasons, they lack the ability to break loose from the bondages of extreme poverty. Because they are living at the margins, minor shocks like delay in rainfall will consign almost all households into devastating food shortage, starvation and further negative ripple effects in health and other aspects of well being. It is this dire situation that prompted the launching of West Nile Development Initiative (WENDI) programme in 2009.

## 1.2 About West Nile Development Initiative (WENDI)

WENDI is a 7-year integrated area-based development programme funded by **gorta** and implemented by AFARD in West Nile districts of Nebbi, Zombo, Arua, Yumbe and Moyo. It 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 2 below).

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### Box2: 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 decent 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).
- 

WENDI has been in operation for 3 years since 2009. The first year of WENDI implementation was in 2009 (April 2009 – March 2010 under grant # UGA/1906/09). During the year, 51 Beneficiary Organizations (BOs) with 7,583 households were supported.

The second year of WENDI implementation was from May to December 2010 (under grant # UGA/1982/10). The year witnessed an increase in the number of BOs from 51 to 82, benefiting households from 7,583 to 10,205 and direct beneficiaries rose from 49,067 to 73,958 people.

In this third year, WENDI implementation focused on working with the 2010 BOs without any uptake of new beneficiaries in order to deepen and ensure sustainable impacts of the gain attained in the last 2 years; and to harmonize WENDI operations with similar projects such as: (a) The Irish Aid-funded 3-year "increasing West Nile smallholder farmers' agricultural productivity" (Grant # UGA/1986/10); and (b) the FAO-funded "mainstreaming rights to food in Sub-national plans and strategies" (grant # GCP/INT/087/GER).

This report presents WENDI 2011 performance. It outlines the core thematic gaps targeted for redress, the activities undertaken together with the achievement of outputs, the critical results achieved as well as the key challenges faced. The financial analysis of the programme for the last 3 years and the way forward for 2012 are also presented.

## 2. Contextual Analysis

In the year, a number of critical changes did occur that (in)directly affected our operations, namely:

- **General elections:** In February 2011, Uganda had a general election from Parish administrative units to the Presidency. The outcome of this process at the District and Lower Local Government levels is that more than 95% of the elected councilors are new to their offices. Unlike the old leaders who knew about AFARD's programme, the new team is inadequately informed about our work. For effective transparency and political support to the programme, there is an urgent need for their induction.
- **Business Development Plan (BDP):** AFARD, Gorta and Netherlands Development Organisation (SNV) developed a 3-year pilot business plan with the aim of promoting three main objectives: (i) economic security in beneficiary households; (ii) increased capital base for beneficiary organizations; and (iii) improved financial sustainability of AFARD. The focus of this business plan is to promote production for the market and asset building through effective value chain and market linkages. While gorta is providing financial support, SNV is offering technical support to ensure that the pilot business approach is a success.
- **Change in weather:** Although the weather had in the past allowed for two production seasons, there was a drastic change during the year. We failed with first season seeds multiplication as soya beans performed dismally (<45% yield) and simsim failed completely.
- **Inflation:** Uganda continues to experience a record high inflation rate of 30.5% (and >40% for food prices). This has increased the cost of seeds, just like the general cost of living, and it continues to affect households' ability to build resilience to shocks and improve their quality of life. In the last one month of November, this inflation has also grossly affected our Production for the Market and Asset programme as prices currently offered are below what was offered at a similar period last year, and the prices are falling- a great disappointment to BOs.
- **Partnership development:** In the process of partially harmonizing our programmes, linkages were built with SNV to help improve staff capacity for the market-oriented production and with the Gorta-Food and Agriculture Organization of the United Nations (FAO) programme on Mainstreaming the Right to Food in Sub-national Plans in Nebbi, Zombo and Yumbe. Furthermore, AFARD as a member of PELUM Uganda-Chapter and of the AgriPro Focus umbrella was able to benefit from skills sharing and networking for better service delivery. Finally, AFARD has maintained a healthy working relationship with all the local governments in the programme areas from village to district levels.



### 3. Supportive Activities



Rhino Camp District Network Meeting (Photo: M. Edna)

The full implementation of the programme involved a number of activities as are highlighted below:

- **Installation of new Board of Directors (BoDs):** Three new members of the BoD – Rt. Rev. Sabino Ocan Odoki, Lady Justice Anglin Flavia, and Ms Gloria Royce Androa - were appointed in replacement of the Chairman (who passed away) and two members who resigned.
- **Restructuring and recruitment of staff:** While top management remained unchanged, three Field Officers (two Agronomists and a Livestock Officer) left AFARD at the beginning of 2011 to join government's NAADS programme. They were immediately replaced with people of comparable qualifications. One additional agricultural staff was recruited to beef up the Yumbe sub-office. In the same vein, the BoD restructured the organization and harmonized the human resource management guidelines (particularly the remuneration systems) to guarantee internal equity.
- **Revision of financial guidelines:** AFARD revised its financial management guidelines in line with its current level of growth and the 2010 audit recommendations. Useful comments were sourced from Jennifer Coyne, Gorta's Head of Finance and Administration and KPMG.
- **Revision of monitoring and reporting system:** Because WENDI programme was harmonized with other programmes implemented by AFARD, the monitoring frameworks of the different programmes were synchronized to allow for uniform outcome monitoring. Given the bulk of data needed for review, the Monitoring, Reporting, Accounting and Learning (MRAL) Tool was revised and adopted as an annual in-depth programme review mechanism. As such, the quarterly reporting format was revised to allow for a faster snapshot tracking of progress.
- **Plan, Budget, and Report sharing:** In line with WENDI accountability principles, the 2010 annual report and 2011 annual plan and budget documents were produced and distributed to all major stakeholders – district and lower local governments, district NGO Forum, BOs, gorta, and AFARD board and programme staffs.

- **Joint staff review meetings:** In order to promote programme reflection and learning, AFARD adopted the approach of holding quarterly meetings that bring together all staff to share views on successful experiences, challenges and lessons learned. These meetings were also relevant for joint planning. The meetings that were held mid-year and in December provided internal bi-annual programme review that explored beyond field findings into how internally AFARD was implementing each programme component professionally and with economy.
- **District Network Meetings:** These quarterly meetings were conducted in Nebbi, Zombo, Rhinocamp, Yumbe and Obongi. They were attended by both BO leaders and local government officials. The meetings discussed performance, challenges and solutions. Important to note is that Local government officials agreed to create time to follow up issues of transparency in operating loan schemes, and enforcing the measures put in place to ensure containment of preventable diseases. They also re-echoed their wish for non-WENDI members to benefit from the production for the market drive.
- **Disbursement of funds:** Following the receipt of funds from gorta, all funds meant for BO-level administrative cost were disbursed onto the BOs' bank accounts. In mid-June 2011, AFARD also disbursed UGX 336 million for groundnut seeds procurement to the selected 36 BOs. The BOs procured the required red beauty variety seeds locally because seed companies did not have seeds in stock.
- **Monitoring visits:** In order to deepen accountability and learning, WENDI programme was widely visited in 2011. We had learning visits from Self-Help Africa and EMESCO. In April 2011, a team from Gorta consisting of Jennifer Coyne, Head of Finance & Administration, Lorenza Quadrini, Programmes Officer, and Sean Gaule, Gorta Board Member, visited West Nile and held meetings which focused on improving performance. Similarly, in November - December 2011, the programme was visited by Rebecca Amukhoye and David Ojara Okot of Gorta East Africa Office. Finally, in line with the capacity building MoU signed between AFARD and SNV, AFARD was visited by the SNV East and Southern Africa Region Director - Mr. Worku Behonegu, Country Director - Jeanette de Regt, and the Economic Advisor Beryard Conilh de Beyssac. From within the region, AFARD BOD, District and Lower Local Government officials also conducted monitoring visits to the BOs.



Gorta Team on a Monitoring visit to AFARD (Photo: A. Lakwo)

## 4. Thematic Performance

The annual review of WENDI 2010 and the processes of WENDI 2011 planning that involved BO members, BO leaders, AFARD technical staff and Board members, local governments, gorta programme staff, and District Network members noted that:

- Seventeen per cent of the households which in real terms were 1,327 households with 9,287 people were food insecure.
- There was extremely low household incomes as only 9% of the households had cash savings of ≥UGX 1 million.
- BOs loan schemes had inadequate loan fund leaving 22% of members without access to loan facilities. Yet, the schemes charged exorbitant interest rate (60% per year – APR 79.2%).
- Twenty five percent of the households lacked access to safe water sources (which in real terms was 2,551 households with 17,859 people). Likewise, the comprehensive safe home package was not achieved in 17% of BoM households.
- There was limited preventive health education outreach as 64% and 78% of the BoM household population were not reached with sanitation and hygiene and HIV/AIDS education respectively.
- The provision of classrooms in isolated areas created high unmet needs for additional facilities as enrolment surged beyond existing structures could contain.
- Only 26 out of 82 groups had reached take-off stage. The ability of many BOs to strategically plan and implement viable projects and monitor and account to different stakeholders remained weak.
- AFARD was solely dependent (>95%) on donor programme funding; a situation of high vulnerability to the rampaging global economic recession.

Therefore, the main attentions of WENDI in 2011 were to:

- Bridge the food and nutrition security gaps by ensuring increased food production and better food sharing practices among the different household members.
- Increase household incomes and economic security through Production for the Market and asset (P4MA) and optimizing the benefits of BOs savings and loan schemes so that loan portfolio increases with reducing interest rates to benefit more BoMs.
- Strengthen community preventive health by improving the education and surveillance competency of CHFAs and increasing access to safe water points in selected water scarce areas.
- Promote equity in education participation especially of girl children who suffer double jeopardy in the form of low enrolment and high drop-out rates.
- Strengthen BO organizational growth and development for self-sustenance.
- Improve transparency and accountability and visibility of WENDI programme together with building financial sustainability of both BOs and AFARD.

To achieve the above broad focus, specific activities were planned for and implemented in years and below is a report on the achievements made by theme.

## 4.1 Food Security

### The Crucial Gap

At the end of 2010, 17% of the BO members households which in real terms were 1,327 households with 9,287 people were food insecure. Neither did they have adequate number of meals (at least 3 times a day) nor did they have better food sharing practices. Hardly any attention was being given in such households to ensuring that different social categories ate diets commensurate with their healthy and productive living needs.

### The Actions

To ensure that households had adequate food, BoMs were encouraged to use own seeds to grow at least a minimum of one acre of the staple food crops. Local goats were also provided to old BoMs that had not received any goat in the last 2 years (members of JOYODI, Lokokura and Dei Post Test Clubs). All BOs received improved Boer goats for cross-breeding with their local goats. Routine awareness on uncontrolled food sales were also conducted together with local government leaders. Besides, nutrition educations that attracted couples were conducted to ensure that family heads knew the importance of different food needs by different social categories: pregnant mothers, infants, persons living with HIV/AIDS, etc.

Table 1: Achievements of outputs under food security

Objective/ Activity	Type	Overall Target	Actual Target	Success rate (%)	Remarks	Outreach¹			
						BO	Male		Total
Key Result Area 1: Access to sustainable and improved agro-technologies increased.									
1.2 Provide goat - improved external goats -improved local goats -local goats -Start-up drugs/kits +Oxy-tetracycline -Pen-strep -Acaricides -Salt licks -Syringes -Ear tags	Boers Mubende Nannies	541 - - -	300 76 1,236 -	55% - - -	3BOs (Dei, Lokokura and JOYODI) that did not receive goats before had to secure local goats in order to cross breed. Meanwhile, the hot Nile belt BOs preferred Mubende to Boers to reduce death rates	78 15 3 78 78 78 78 78 78 78	273	345	618
1.3 Ensure BOs grow adequate food crops - Cassava - Beans - G-nuts - Maize - Irish potatoes - Sorghum - Rice - Millet - Cow peas	Acres Acres Acres Acres Acres Acres Acres Acres Acres	6,168 4,386 4,246 3,245 535 940 289 179 966	10,737 2,348 3,142 2,839 873 626 221 256 1,890	174% 54% 74% 87% 163% 67% 76% 143% 196%	BoMs were expected to use their seeds and planting materials in order to continue growing these various food crops.	77 44 53 57 56 28 20 19 29			5746 2687 3322 3097 814 765 354 278 1358
1.7 Train in livestock husbandry	Sessions	234	234	100%		80	3,292	4,009	7,301
Key Result Area 3: Knowledge and practice of better nutrition improved.									
3.1 Conduct nutrition education	Sessions	80	80	100%		80	1,396	1,942	3,338
3.2 Produce and disseminate posters	Copies	6,000	11,000	183%	The company secured cheaper supplies from Nairobi	80			

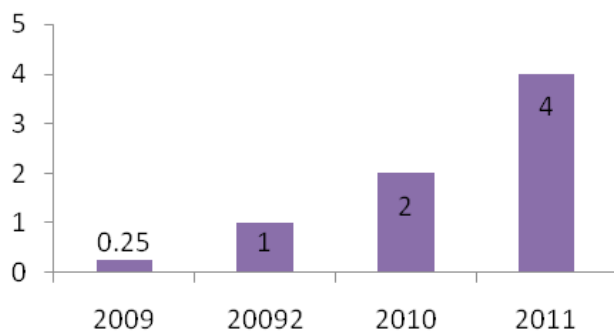
## The results

As can be seen from figure 1 below:

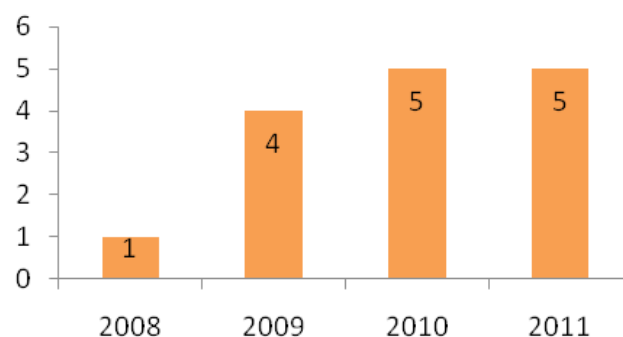
- (a) There has been increased acreage per beneficiary household from about 1 acre before the start of WENDI to 4 acres (fig.1a). The total acreage farmed increased from 6,819 acres in 2009 to 40,776 in 2011. Of the land farmed in 2011, 26% was under cassava (the staple food crop) as compared to 23% and 20% under simsim and soya beans respectively meant for production for the market.
- (b) The number of goats equally increased per household from a dismal 1 unit in 2008 to 5 units in 2011 (fig. 1b). In the year, 3,815 goats were sold worth UGX 217.8 million and 3,425 goats were used on social issues savings households worth UGX 242.6 million. Thus from goats alone, on average a BoM household earned about UGX 111,549.
- (c) Adoption of recommended agronomic and livestock management practices is on the rise (fig.1c). Marked are improvement in postharvest handling (for crops) and animal housing (for livestock).
- (d) In many homes (fig.1d), food is available all year round and thus they are able to eat not only at least 3 meals daily (87%) but also balanced diet (78%). During the annual review meeting, many households reported a stable food security status and did echo the ability to maintain the status quo next year as they have secured seeds and planting materials.

Figure 1: Selected improvement indicators in food security domains

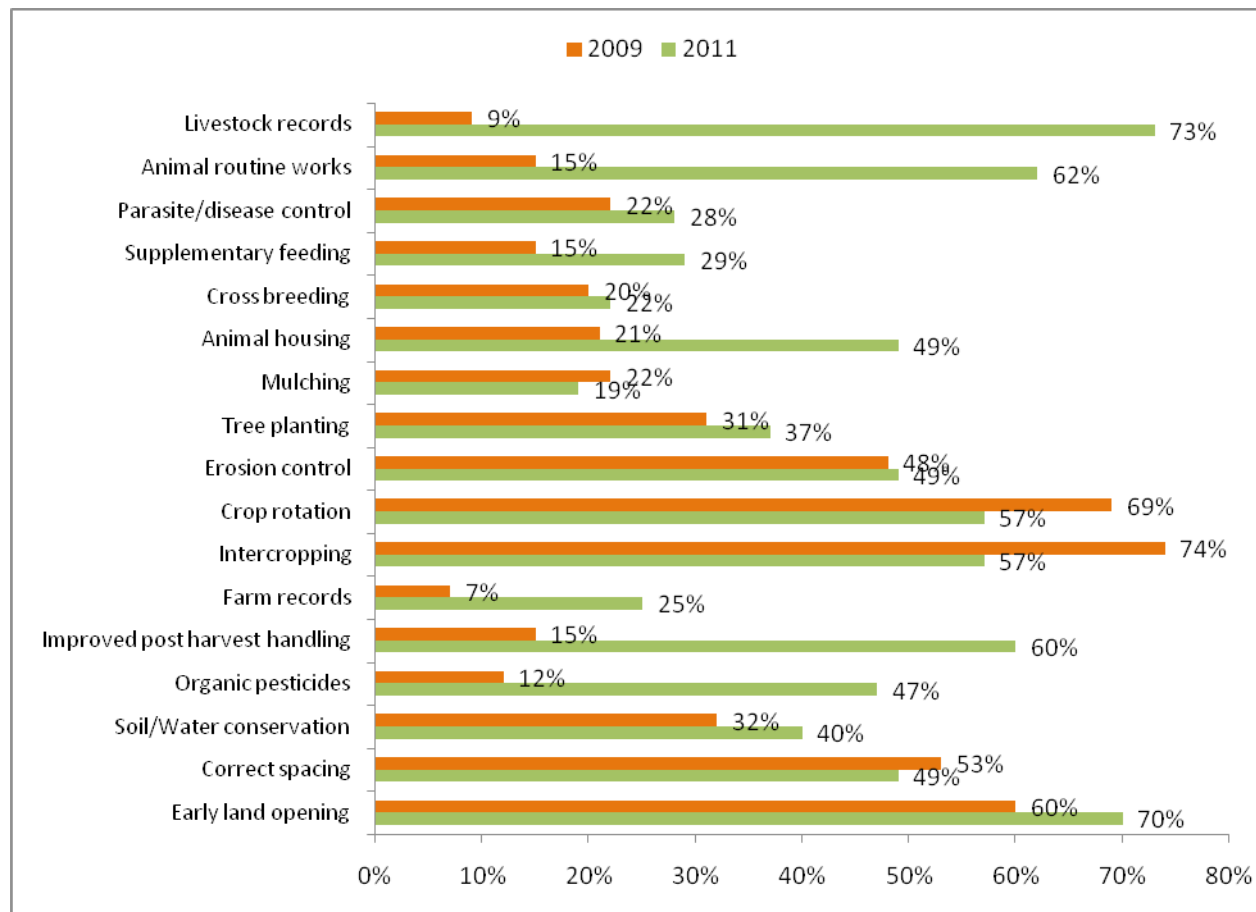
(a) Average acreage per households



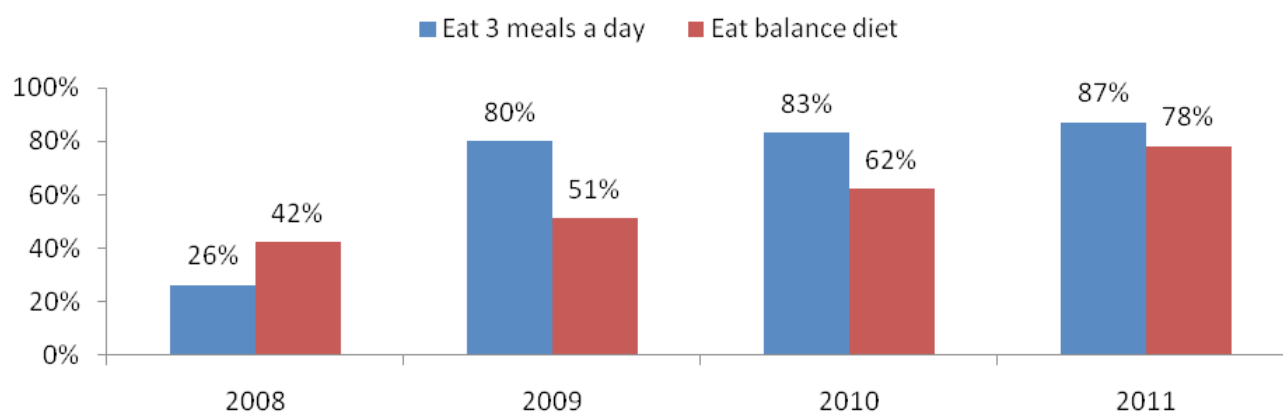
(b) Average livestock unit per households



Use of recommended practices



(c) Households food security status



### Key challenges

- Inasmuch as food is adequate, there is low diet diversification. Many households focus on food quantity than on quality; a pertinent component of healthy living. Often once the main cassava and beans/fish is available, families consider that they are "food secure".



- Unreliable rainfall remains a formidable challenge in the region. Drought in the first season affected seed multiplication. Heavy second season rains equally caused a high level of postharvest losses. Vermin on the other hand are rampant in Kalowang, Rhino camp and Obongi. The vermin control units of local governments are yet to take concrete action.
- The above situation is worsened by human factors such as bush burning and leaving of domestic animals to roam for forage in dry seasons as well as theft of crops (in Jangokoro, Okuvuru, Kaya, Atiminda) and livestock (in Oyiko and Pakadha).
- Many households were not using improved energy saving stoves because of inactive trainees and/or unwillingness to pay for the service. The technology was also reported as non-compliant with the locally available materials in some communities and cooking practices. The stove cannot be effectively used to bake cassava bread.

### Case Study 1: Adequate food. improved family harmony



Mr Candia Hassan Mubarak, Chairman of Katanga Group (Photo: F. Chonga)

Often food security is only associated with reduction in malnutrition as people eat adequate but also nutritious foods for a healthy living. Such a focus explains why food and nutrition security critically explores whether food is available, adequate, accessible, stable and socially acceptable. Yet, this is just one side of the story as Mrs. Onjikos (not real name) a member of Ndara group in Rhino Camp sub county, Arua district narrated.

Mrs. Onjikos is married and has 7 children; two of who are already themselves married and have their independent kitchens. Before Gorta [meaning WENDI programme] came to our village, she notes, the greatest problem that I faced in my household was lack of adequate food. We had to hunt for food like men hunted wild game. As women, we would go to the river to harvest water weeds [that has millet-like seeds]. However much water weeds one harvested it would be impossible to be adequate for just one meal, even for only two people. This inadequate food caused a lot of bickering and frequent late night fights between me and my husband. When he would return home, forgetting that he left us with nothing to eat, Mr. Kassim (not real name) would ask for food. The little that I would serve him would meet with grumbling and fights that I did not care for him. Besides, sitting to watch my children eating less food that would force them to “beg for food from children in families that could buy food from the market” was a great source of pain for me. Often, I would attack Mr. Kassim for being a “lesser man who was unable to fend for his family as other men did”. Such nasty remarks would spark bad fights that one night he dislocated my arm.

Such fights over inadequate food are now over. With the arrival of Gorta, we planted an acre of cassava which from month six was already edible. We continued to increase our acreage yearly and now we have 3 acres of land under cassava alone. With these, we have enough food for all of us. My children eat enough and everyday leave a balance of what they cannot finish. Mr. Kassim has for the last 3 years neither complained that “you have served me inadequate food” nor “raised his hands to touch me on any matter of food.” I also feel proud that for once in my life I have a family that no longer risks the crocodiles in river Nile in search for water weeds. My children also have enough to share with other children than begging like before.

In all, with adequate food, I now have peace of mind and pride in my family. Thanks to Gorta and AFARD for the salvation they brought to our village. Now, many women are preoccupied with the struggle for bigger things than eking for food.

## 4.2 Economic Security

### **The Critical Gaps**

With only 9% of the households having cash savings of ≥UGX 1 million in 2010, farming that is the main economic activity was not strategically tapped into to enhance household incomes. In part, this was because WENDI in year 1-2 focused on food crop farming without re-orienting BoMs into adopting farming as a business. An exploration into synergy building between production for food and production for the market was noted by farmers to be beneficial if there was guaranteed access to the market. This was in line with the value chain analysis report of 2010 which showed that critical impediments to effective agro-marketing includes limited access to improved varieties, poor market infrastructures in the forms of bad roads, expensive means of transport, lack of storage facilities, and lack of collective marketing system.

On the other hand, the BOs savings and loan schemes that was promoted as the engine for economic stabilization was encumbered by inadequate portfolio that only support small loan sizes (averaging UGX 150,000) and to a limited proportion of BoMs (78%). Members also reported that the scheme charges exorbitant interest rate (60% per year – APR 79.2%) within a limited loan cycle that does not favour medium and long-term investments.

### **Key Actions**

In the year, the programme focused on finalizing the business development plan (BDP). With support from SNV, bulking guideline was produced and staffs trained in its use. This training of trainers (ToT) enabled staffs to train BoMs. The training was of critical importance as currently most farmers sell their produce in small quantities to local village traders immediately after harvest, in basins, heaps or bags. The produce would be high in moisture content, not size graded and would contain insects and other foreign matter. As individuals, the farmers have very little bargaining power over these low quality, low volume produce and as a result they receive very nominal price not commensurate with their efforts. Bulking up these small parcels of produce into truck-loads offered the BOs and AFARD the possibility of selling their goods outside their immediate location, in bulk and at reduced costs. This would also lead to higher margins after raising and harmonizing quality through proper drying, sorting, sieving or hand-picking to reduce the admixture content, pest control and other such measures.

Equally, to strengthen the group loan schemes, harmonization of the operational guideline was done and all BOs inducted on its use. New record keeping systems were introduced, and BO Loan Committee members were compelled to recover all outstanding loans. Loan giving was restricted to compliant members and loan records and practices were monitored more closely by FOs.



Table 2: Achievements of outputs under production for the market and asset

Objective/ Activity	Type	Overall Target	Actualtarget	Success rate (%)	Remarks	Outreach			
						BO	Male	Female	Total
Key Result Area 1:Access to sustainable and improved agro-technologies increased.									
1.1 Provide improved seeds/inputs									
- Soya beans	Kgs	142,155	150,450	106%	BoMs had more land opened than was planned for.	52	1,532	1,566	3,098
- Simsim	Kgs	32,104	52,835	165%		28	1,064	1,403	2,467
- Ground nuts	Kgs	67,284	67,284	100%		36	936	1,049	1,985
- Weighing scales,	Units	78	78	100%		78			
- Moisture meter	Units	3	3	100%					
- Tauplin	Units	702	702	100%		78			
1.4 Provide spray pumps	Units	167	167	100%		78			
1.5 Provide fungicides and pesticides					Chemicals were only procured for demonstration purposes				
-Diathame	Kgs	633	738	117%		78			
-Dimethoat	Liters	1,326	1,238	93%		78			
-Malathian dust	Kgs	4,567	3,500	77%		42			
1.6 Train in agronomic skills	Sessions	234	234	100%		78	3,653	4,292	7,945
KRA 2: BOs & BoMs secured better marketing margins									
2.1 Build a central store	Unit	1	1		2 plots of 30X30m was secured; building regulation secured; and construction commenced. But the structure is incomplete due to inflation				
2.2 Conduct marketing /storage management trainings skill.	Sessions	156	155	99%	OATC that is not member-based was not trained	77	3,155	3,481	6,636
2.4 Set up a pre-harvest season purchase fund	Capital fund	1	1	100%	UGX 200M was set to kick-start purchases. The fund is being used to buy from farmers who want to sell immediately				
2.5 Recruit business development staffs	Staffs	2	2	100%	The BDM and warehouse manager/ agronomist were recruited and are operational.				
Key Result Area 4: Ability of BO members to engage in productive income generating activities enhanced.									
Key Result Area 5: BO members enabled to save and loan their members in a fraud free business oriented manner.									
5.1 Conduct refresher trainings on credit management.	Sessions	80	80	100%	Focused on harmonization of loan management.	80	1,782	1,851	3,633

## The results

- The focus on P4MA through bulk production and marketing is bearing fruits. On average, simsim was grown on 3 acres per household and soya beans on 2 acres. In the first season, AFARD coordinated 8 of the 10 BOs in Rhino Camp to sell 40 metric tons of simsim to Olam (U) Ltd. at UGX 2,350/Kg compared to UGX 1,700-2,200/Kg offered in the retail market. In the second season, many BO members were willingly selling their simsim to AFARD at UGX 2,300 as compared to UGX 1,700 that middlemen were offering. Many farmers have realized that bulking reduces transaction costs and improves on farm gate price. At AFARD level, we are already being perceived as “fair price advocates for farmers” in the oilseed sector platform for West Nile. Equally, we were able to procure and sell >65MT of soya beans to Mt. Meru in Lira at UGX 1,350 as compared to the price of UGX 1,000 offered to other small producers.<sup>1</sup> From this lesson, many BOs are even bulking other crops for collective sales even when we had not encouraged them to do so. Okuvuru has bulked 14 bags of cassava, added value to it by milling into flour for on-sales and Mawa bulked 2.5MT of broad beans, among others.
- The group loans schemes has also witnessed increased portfolio size from UGX 890 million to UGX 1 billion with each BO having an average portfolio of UGX 13.7 million up from UGX 11 million in 2010.<sup>2</sup> This increased portfolio has opened financial inclusion to 91% of BO members up from 78% in 2010. Repayment once again increased to 97% as BoMs have become stringent on conditions of borrowing contrary to 2009 when the guiding principle seemed to be “we are all members and so we all deserve loans.” In the year, they declared 7% of BoMs are bad debtors (those not allowed to borrow any loan at all but can benefit from other BO undertakings).
- From the loan scheme, 77% were able to access capital to invest in small businesses. Asked whether they considered their businesses beneficial and growing, 91% and 61% responded in the affirmative. These businesses have to-date enhanced asset accumulation (see part 6 of this report) and it has generated 904 waged employments and UGX 74 million as taxes to local governments. Besides, with 47% of BoMs having bank accounts, the scheme is gradually linking rural informal markets with formal banking systems. Further, the scheme has triggered the culture of prior planning and savings especially in physical assets (“catch-up strategy” as many never had these assets they for long aspired to own). Members now plan before spending family resources and so avoid wastage. The most appreciated aspects of the loan schemes are: (a) improved ability to buy food from the market; (b) ability to pay for fees and meet other education related expenses besides in Murusi parish strengthening community ability to fund the secondary education of needy children hence enabling many children to remain in school; (c) access by women to business opportunities thereby increasing their incomes and ability to meet the basic needs without waiting for the men to provide as was in the past; and (d) 14% of the loan fund (worth UGX 13 million) was used to support OVC education and PLWA access to ART services.

## Key challenges

- Because of their professional background, most AFARD’s extension staffs lack business knowledge with which to mentor BoMs. Second, many BOs are not accustomed to market dynamics. Quality demands seem to them like added burden as many said, “we used to simply produce and sell in the local markets without any problem of produce rejection or tight demands for clean produce”. Third, in the soya growing areas of Yumbe and Zombo/Nebbi, many farmers shunned the trainings with the false belief that “after all we know how to handle beans” and eventually many poorly spaced their soya, pest and disease control and post/harvest handling were inappropriately done. These factors affected germination rate, yield per crop stand, and quality of harvest.

<sup>1</sup> Worth pointing here is that Mt. Meru buys produce delivered to their factory in Lira at UGX 1,350/Kg while middlemen in the same market buy at UGX 900/Kg. After deducting the operational costs of UGX 350 for transport (with >50% of the cost share), loading and off-loading, sorting and bagging, farmers received UGX 1000/Kg.

<sup>2</sup> This reduction from UGX 1.4 billion at the end of the third quarter was due to fraud and exit of over 1,000 members who each received 75% of their savings.

- Soya bean production is also encumbered with new challenges. Many gardens were affected by birds, termites and cutworms after germination. Besides, unlike other crops, seed security of soya beans is low. One cannot keep the harvested seeds for more than 5 months without >50% germination rate loss.
- Finally, the buying from BOs and selling to big buyers also suffered from limited capital size; something that compelled us into non-systematic procurement. Reliance on open market means of transport increased transaction cost substantially by >50% thereby reducing market margins for the farmers. Likewise, the lack of a warehouse in Nebbi led us to use our “old office structure” that could not allow for safe storage of large quantities. Further, the absence of big buyers in the region exposed AFARD to “price controls”. For instance, while Olam (U) Ltd offered UGX 2,450 per kilo of simsim early in November this year, it revised the price down to UGX 2,300 in December thus fundamentally frustrating “farmer demand for higher prices”.
- In the last 2 weeks we have been battling with the declining dollar price from UGX 3,000 to UGX 2,280. Due to this scenario, the main simsim buyers reduced “prime price” from UGX 2,450/Kg to UGX 2,200/Kg a price which means that farmers can no longer receive UGX 2,300/Kgs. This change has also impacted on our credibility as many farmers do not understand market dynamics.
- With regards to the group loan scheme, a number of issues emerged. First, some BOs failed to harmonize their interest rates in line with the harmonization guidelines e.g., in Liwa, Papoga, Pakadha, Luku, Odonga Central, and Aliodanyusi. Second, the high inflation reduced loan borrowing thereby leaving big chunks of money with the treasurers. This fueled fraud e.g. self-lending, outright refusal to keep records in many BOs as some loan committees were involved in self-lending (as were the cases in Lionga North, Matu, Caci, Aleiva, Alionyanya). It also enabled some men to ‘hide’ behind their wives to borrow money which they do not pay back putting their wives in problems in the groups. Third, attempts to keep safe these funds with SACCOs met yet another hostile dynamics – mismanagement and delayed disbursement contrary to when BoMs want loans to take. Fourth, the lack of business scanning skills witnessed market congestions due to business duplication. From all these, there was low local revenue contribution, high delayed repayment and reduced ability of households to increase their economic security.

## Case Study 2: Bulk Marketing: Increased Family Income



Mr. Dema Ejidio (Photo: A. Andrew)

In the last two years WENDI programme focused on food security. Beneficiary Organization members (BoMs) were provided with improved high-yielding and drought resistant seeds and planting materials. Agronomic trainings also accompanied the inputs. In Rhinocamp, all the members of the ten BOs favored among other crops, sesame.

Mr. Ejidio Dema, a 40 year old member of Bandili WENDI Program group was one such farmer who planted sesame. His group is located in Bandili Village, Bandili Parish, Rhino Camp Sub-County, Arua District. With the availability of seeds, Mr. Ejidio was able to plant 5 acres of sesame. He hired labor of his group members to add onto his family labor. Come harvest, Mr. Ejidio had 2,000Kgs. Of this quantity, he reserved 500Kgs for home consumption given that sesame is a key ingredient in the local food chain.

However, during harvest time, AFARD was coincidentally exploring how to build the production for the market component of WENDI; an approach to raising household incomes. Promoting bulk marketing was adopted as a feasible strategy. Contacts were made with buyers in the region and a favorable price – UGX 2,350 per kilogram as compared to the prevailing UGX 1,700 – 2,200 per kilo - was agreed upon with Olam (U) Ltd.

Although some members were hesitant to bulk their produce because they either wanted the traditional “cash and carry approach” or they were in doubt of being paid given their nasty experiences with cooperatives in the past, Mr. Ejidio willingly bulked his produce. He said, “I bulked because the price was good, it did not require me to transport my produce, and because I trust AFARD”. His produce together with those of the willing others were weighed, bagged, marked, and transported to the central store at Rhinocamp sub county headquarters from where Olam collected and all members were paid. In this way, Mr. Ejidio was able to raise UGX 3,420,000. He used UGX 1,500,000 to buy a motor cycle (on which he is seated above). This is what he had to say:

Before I joined our group, I was running a small business and practicing small scale farming. I used to produce, at most, 100Kgs of sesame; which I would sell and use for food. Although sales were an individual affair, the prices offered by local traders were too low as no big buyer would come to our village. When I had the opportunity to produce more sesame because WENDI programme promotes income security, I was able to plant many acres, care for the crops, and thus receive high yield. Equally, when the opportunity came to sell at higher prices locally without the inconveniences of going to Arua, I could not hesitate. That is how I raised a good sum of money part of which I used to buy a motor cycle. The balance I have used for adding my business stock.

With the motor cycle, I have no transport problems these days. I can travel anywhere, any time. I have no stress of waking up to travel at night to Arua Town to restock my shop. Besides, I am also able to transport more of my commodities to the various weekly markets with ease. This is contrary to the past when I used to ferry small quantities of my commodities for sale using a bicycle to the nearby weekly markets like Rhino Camp, Okubani, and Miatangacia. “My business is progressing on well” he ended.

### Case Study: 3: Group Loan Scheme Unlocks Professional Entrepreneurship



Mrs. Zaida Ratib Poses with her bicycle ( Photo by Juma Bale)

Mrs. Zaida Ratib, is a 28 year old married woman and a member of Lionga South Progressive WENDI program group that is located in Lionga parish, Gimara sub county, Obongi county, Moyo district.

Before WENDI program was introduced in my sub county, I was already trained as a Veterinary Scout (commonly called Vet Scout). This work was not productive. Few households had livestock especially goats. Even the few homes that had goats cared for them because many people would ask “why treat a goat? Have goats become a human being?” With such attitudes, I could not afford to waste money buying drugs to start my business; the core aim of the training – providing veterinary services to the community at a fee. Such a low demand made me to abandon the effective use of the skills. I opted to selling live goats in Koboko market given that when once my husband bought for me the start-up drugs, I made a substantial

loss from low sales, expired drugs, and high use of the little proceed to meet my basic kitchen roles and needs. Hardly could I save. I was purely dependent on my husband.

However, when the AFARD registered Lionga South Progressive WENDI program as a BO, I did not hesitate to become a member. The provision of two local nannies per BoM household suddenly increased the number of livestock in the Sub County. But importantly, the trainings and emphasis on effective livestock management to reduce death rate and thereby provide opportunity for increased household income set in a good potential for my business. I took up this angle of "safe livestock management and turned it into a business venture that would use my existing skills, knowledge of the locality, and relationships that I had established in the community before". These attributes were the core of the basic income generation training.

With this new business idea, I shifted my loan investment from selling goats in Koboko to Vet Scouting. After returning my first loan (UGX 165,000 that earned me a net profit of UGX 120,000 in three months), I took the second loan which I used for stocking all the drugs I wanted. I embarked vigorously on a BO by BO selling of my service. Indeed, I got a double blessing as the demand for my service suddenly increased. I was able to repay the loan also and take yet another loan. I now offer my services throughout Gimara Sub-County.

From this business, in 2011 alone, I have bought for myself a Sports Bicycle at UGX 270,000 and a mobile phone; both tools of my trade that I use to place appointments and honor them timely. I am considered a "timely service provider." I am also able to pay school fees and stock my kitchen.

Mrs. Rabid's future plans are to grow her business with a focus on being a sole service provider in Obongi County, buy her own plot of land and build a permanent house on it, buy a motor cycle and see all her children attain quality formal education. She appeals to fellow BO members that they should put knowledge given to them into strategic practices that can generate for them money instead of always thinking of short term material handouts from AFARD.



## 4.3 Health Security (Water and Sanitation)

### The Crucial Gaps

At the end of 2010, first, 25% of BoM households (2,551 households with 17,859 people) had no access to safe water sources. They depended on unsafe water sources from rock creeks, dug-out holes in valleys and seasonal streams that apart from being far from homes were sources over which they competed with wild animals. Second, even in homes with access to safe water, comprehensive safe home package was lacking in 17% of BoM households. BoMs preferred latrines (95%) with limited use of hand washing facilities (33%) a strategy that predisposes the people to disease vectors.

### Key Actions

In the year, six boreholes were drilled especially in Rhino Camp and Obongi where water scarcity was more severe. For these water points, Facility Management Committees (FMCs) were established. Both the drilling and trainings were supervised by district officials. User fees are levied by the beneficiary communities to ensure operation and maintenance. In old water sources, non-members who were reluctant to pay user fees were denied access. Equally, to increase adoption of safe sanitation and hygiene, CHFAs were mentored to continue with BoMs' education as well as home surveillance.

Table 3: Achievements of outputs under health security (water and sanitation)

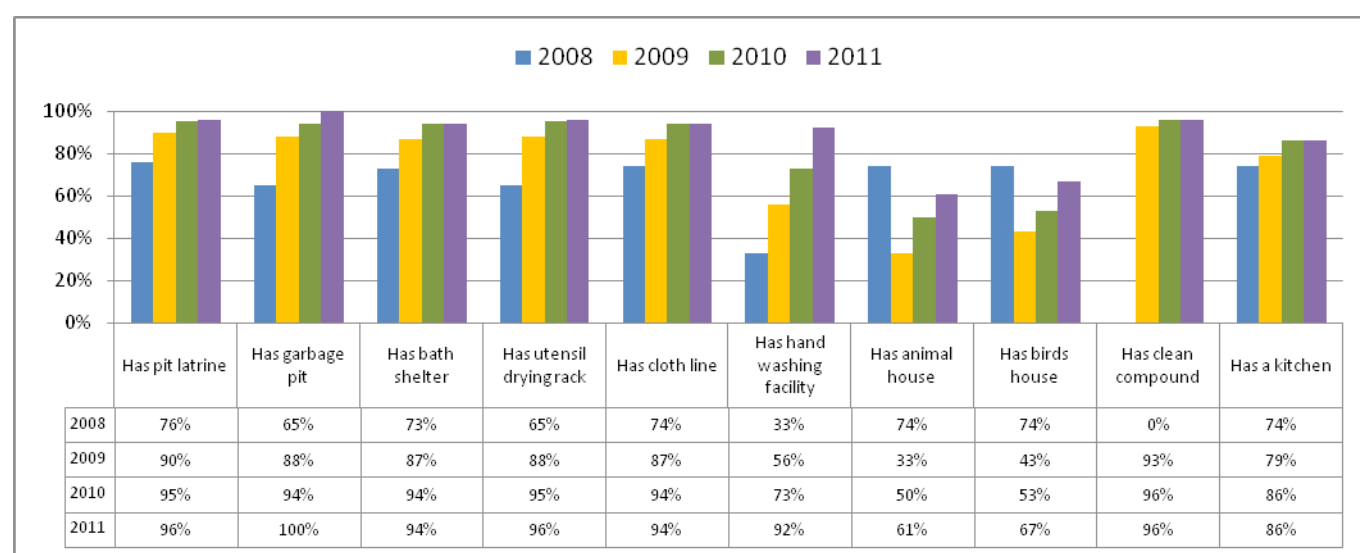
Objective/ Activity	Type	Overall Target	Actual target	Success rate (%)	Remarks	Outreach			
						BO	Male	Female	Total
Key Result Area 6:Access to safe public water and sanitation points increased.									
6.1 Drill boreholes in water scarce areas.	Unit	6	6	100%		6	These are community-wide projects that benefit BoMs and non-BO members too. They are also managed in collaboration with non-members.		
6.2 Train FMCs in community based finance system.	Committees	6	9	150%	Caters for the 3 outstanding trainings in Yumbe	9			
6.3 Follow up on old boreholes	Integrated in FO field work	49	49	100%		49			
Key Result Area 7:Utilization of safe water and sanitation chain management practices increased.									
7.1 Retrain CHFAs on sanitation by law enforcement - JOYODI - Dei PTC - Lokokura - Other BOs	People People People People	76 84 100 400	63 88 108 375	83% 105% 108% 94%	Some VVs were at school and in others more people attended the trainings	1 1 1 78	40 356 138	23	63
7.2 Conduct sanitation education	Sessions	380	380	100%					
7.3 Encourage consistent use of mosquito nets	Various				This was a routine activity				

### The results

- All WENDI provided water points (100%) have functional FMCs effectively engaged in Operation and Maintenance (O+M) issues. The water sources have bank accounts in their names with a cumulative sum of UGX 11 million (averaging UGX 279,000 per water points).

- CHFAs educated 6,616 people (57% females) and visited 4,754 homes (77% of member households). They also enforced safe sanitation compliance and recommended expulsion of some non-compliant members. Figure 2 below shows the resultant improvement in sanitation and hygiene practices. Translated into the health of BoM household population, malarial cases declined from a high 24%, 95%, and 40% to 11%, 20%, and 21% among adults, pregnant mothers, and children (0-5 years) respectively. Gastro-intestinal infections and respiratory tract infections also declined from a baseline (2008) figure of 9% and 5% to 6% and 3% in 2011 respectively. Average medical cost also declined over this period from UGX 60,745 to UGX 32,783.
- Meanwhile, the provision of boreholes has saved women the struggle of looking for water in distant places which often deprived them of time to attend groups meetings and to productively farm. Likewise, WENDI BOs in Moyo district won awards during the sanitation week for best sanitation and hygiene communities (Abiriamajo) and households (Drabijo).

Figure 2: Safe Sanitation and Hygiene Practices, 2008-2011



### Key challenges

- Lack of access to safe drinking water is still persistent in 22% of WENDI BOs.
- FMC functionality is weak in many BOs. User fees are not collected regularly. Some committees are not keen on ensuring that water points and containers used for fetching water are well managed e.g., in Kwerkabucan, Murusi Central, and Pongo.
- Sandy soil areas along L. Albert and R. Nile continued to contribute to frequent breakdown of pit latrines. There is also a high rate of termite destruction. Meanwhile upland areas were affected by water logging due to heavy rains, causing many latrines to collapse.
- Adoption of the use of tippy tap remained low. Along the lake and river, the small jerry cans are stolen for fishing. While among the Muslims there is the question of "why use a tippy tap when I have used water in the latrine?"- a question that pays no attention to the need for safety derived from washing the hand with soap after visiting the latrine.

## 4.4 Health Security (HIV/AIDS)

### The Crucial Gaps

In 2010, CHFAs were less effective in the delivery of HIV/AIDS education. About 78% of BoM household population were not yet reached with behaviour change communication and education messages. This limited outreach was in part because of CHFAs' competency gap. HIV testing was also limited as only 10% more people tested their HIV/AIDS status.

### The Actions

In order to improve on the competency of CHFAs, refresher training was conducted for them especially on community education skills and counseling. Twice, AFARD team co-facilitated HIV/AIDS education with them. They were also engaged in VCT services that were provided to all the BOs (at least one mobile outreach per BO). Linkages to health facilities were encouraged and community care and support for PLWA promoted.

Table 4: Achievements of outputs under health security (HIV/AIDS)

Objective/ Activity	Type	Overall Target	Actual target	Success rate (%)	Remarks	Outreach			
						BO	Male	Female	Total
Key Result Area 8:Comprehensive knowledge and positive attitudes and practices regarding HIV/AIDS improved.									
8.1 Train CFHA, Village Volunteers in home-based care and support management.					See 7.1 above				
8.2 Conduct peer-to-peer education and counseling.									
- Seminars	Sessions	36	36	100%		3	412	384	796
- Video shows (JOYODI)	Shows	4	4	100%		3	760	590	1,350
- Drama shows	Shows	4	5	125%		3	573	1,324	1,897
- Youth games and sports	Ground	1	1	100%		1			
8.3 Conduct mobile VCT outreaches.	Mobile visits	92	92	100%		80	1,874	2,507	4,381
8.4 Distribute condoms through peers	Pieces	15,000	9,000	60%	Districts had limited stock	78			
Key Result Area 9:Community care and support for PLWA/OVC improved									
9.1 Support PTC IGA initiatives	PTCs	3	3	100%		3			
9.2 Support PTCs joint counseling sessions					PTCs had many meetings and new entrants were enrolled	3			
- Joint meetings	Meetings	4	13	325%					
- ART for PLWA	# of PLWA	101	172	170%					
- OVCs education support	# of OVCs	274	507	185%					
9.3 Conduct positive living education and counseling.	Integrated in 8.2								

### The results

- With increased awareness, sexual promiscuity is reported to be on the decline. Many people having witnessed cases of HIV positive people in their communities are now taking the disease seriously. Married couples are also starting to practice fidelity. Additional 9% of WENDI BoM household population tested their HIV status of which 37% tested as



coupled (highest cases registered in Abiriamajo and Drabijo). Men who initially thought they could know their HIV status through testing done by their wives are now craving for VCT.

- The fear and stigma about HIV/AIDS is also reducing among BoMs. Overall, 20% of those who have tested HIV positive have publicly declared their HIV status. HIV is also not seen as a 'death sentence' but as any other health condition that needs effective management.

### **Key challenges**

- HIV/AIDS BCCE provided by CHFAs mainly target BoMs and not their families leading to skewed awareness and resistance to the adoption of positive behaviors. Couples who need to practice fidelity can only do so when they are both aware of the grave dangers of their (in)actions. The exclusion of especially the men were noted by women as a major roadblock to "living responsibly."
- The high demand for biomedical options is unmet. Condoms are in persistent shortage in all health facilities and VCT is constrained by both limited outreaches and inadequate testing kits. ART services are also too far to access thereby making it too costly for Post Test Clubs to effectively support their members.
- The youths lack the courage to test and know their status. This is because many are engaged in risky behaviors especially unsafe multiple concurrent sex. A youth focused BCCE has also been lacking. Further, youth find it difficult to go and test in the same facilities as their parents or their elderly relatives.

## **Case Study 4: Village Volunteers Promoting Joint Sexual Partner's HIV Testing**

Due to the high anxiety associated with HIV/AIDS and the stigma attached to PLWA most married and unmarried sexual partners fear HIV testing. Often some who go for testing run away without receiving their results. Sexual partners prefer either to test for their HIV status alone and secretly or to get "implied results" as automatically that of their partners who tested for HIV. Joint partner testing is a nightmare. Yet, in so doing partners deny themselves knowing their HIV status, preventing further infection of the HIV negative partner should one be HIV positive, and living positively should both be HIV positive, among others. Instead many partners are "living in secrecy" pretending that things are normal when "internally they are burning with the pain of truth." Gipatho Gloria a JOYODI Village Volunteer for Pajobi North Village took this niche seriously in her work in 2011 among her peers. A notable case was with her friend a 28-year-old Akumu (not real name) who is a beautiful and outgoing woman who likes 'socializing and enjoying life'. After dating a number of men, Akumu finally decided for marriage. She agreed with Okeny (not real name) for marriage.

However, on introducing Okeny to her friend, Gloria educated and counseled them for "HIV test before marriage." The partners heeded this advice and tested for HIV. A few days later Okeny returned alone to Gloria. "Thank you very much! You saved my life," he said. Okeny had tested negative while Akumu was HIV positive. The partners decided to separate before the planned marriage. However, Gloria continued to counsel Akumu and linking her to Pakwach Health Center IV for medical attention. From resisting her HIV status and isolation now Akumu is on ART and living positively. She is always present by Gloria's side come time for community education.

## 4.5 Education Security

### The Crucial Gaps

The dismal investment WENDI made in education in 2009 like the provision of classrooms in isolated areas created high unmet needs for additional facilities. For instance in 2010, in Oruku, P1 classroom had 268 pupils; a number 7 times higher than the stipulated Ministry of Education and Sports pupils-classroom (1:40) standard. The results were overcrowding, minimal teacher-pupils' contacts, poor hygiene, and low quality education (contrary to WENDI dreams). Yet, girl child education remained wanting given that in many marginalized areas illiterate parents prefer to educate boys. Further, in some places like Olivu in Matu and Dramba in Aupi children continued to study under trees.

### The Actions

Due to resource constraints as the number of BOs increased near two fold and the need for production for the market and asset required a huge investment, efforts were concentrated on community mobilization for girl child education. AFARD staffs took on "role models" and talked about girls' education. BOs were encouraged to form education committees to replicate the success of other committees. And students benefitting from Murusi Education Fund were monitored for participation and performance.

Table 5: Achievements of outputs under education security

Objective/ Activity	Type	Overall Target	Actual target	Success rate (%)	Remarks	Outreach			
						BO	Male	Female	Total
Key Result Area 10: Educational participation of children increased.									
10.1 Establish a solar energy revolving fund	UGX	100M	10M	10%	This reduction was effected to cater for budget shortfall				
KRA 11: Community ability to fund education of best performing children improved									
11.1 Monitor on-going Community Education Funds (CEF) established in Murusi parish and Kubbi community					All children under CEF were monitored on a quarterly basis.	6	16		16
KRA 12: Vocational skills promoted among out of school youths									

### The results

- 58 BOs formed functional education committees who mobilized children to be in schools. They also encouraged drop-out cases to return back to school. Together with Executive Committees they were able to cajole parents to support children's education. Thus, enrollment and retention among children of BOMs improved. Gross enrolment rate for children aged 6-19 years increased from 96% in 2010 to 115% (130% for boys and 102% for girls). Such a surge is because of the high scholastic acceleration rate. Children as low as 3-5 years are pushed into primary schools contrary to the government 6 years as the starting age for primary one education. Many communities attributed such cases during the Board of Directors' visits to the lack of pre-primary education facilities in their communities. Meanwhile, drop out cases reduced more for girls from 13.4% in 2010 to 8% in 2011 as compared to 12.6% to 10% for boys over the same period. Amidst the economic hardship, the average parental financial investment in education also increased from UGX 98,553 in 2010 to UGX 143,523 in 2011.

- The increased demand for education compelled Drabiju to start a community school that now has 101 pupils enrolled in P1-3; though the classes are conducted under trees. Luku, Aliamu and Anyegele started Functional Adult Literacy centres. Some BOs initiated community education fund-Kubbi paid 21 students (3 in University), Aupi paid 5 girls, and Aupi Apo 4 students in secondary schools. Meanwhile Kalowang initiated and enforced education by-laws while Paleo set up a village register of all children of school going age and regularly monitored their school participation.
- Zombo District Local Government also took over Oruku and Pakadha schools that were both constructed by WENDI. They posted some qualified teachers and provided scholastic materials to the schools.

### Key challenges

- In many WENDI BOs, schools are too far for timely enrolment and effective participation of young children. Besides, effective school participation is curtailed by lack of classrooms for studying during rainy season (Drabijo), a good bridge (Kuligamba and Injanyagaku) and poor management (Kisimua).
- Drop out of especially girls (particularly in P5-7) is worrying. It was noted that many girls feel they are too old to be in school [due to late enrolment] while others are more interested in taking up other opportunities (marriage inclusive) other than education. These are signs of inadequate responsible parenting and environment unsupportive of education.
- Linkages between BOMs and their schools remain too weak to ensure that teachers are committed to effective teaching. BoMs have left school affairs in the hands of school management committees and teachers.
- There is also the high cost of education at secondary level and beyond. BoMs noted during the review that they still do not have adequate income to fully cover the costs of secondary and post-secondary education.

### Case Study 5: Murusi Community Financing Secondary Education



Murusi Parish, composed of six villages, located in Akworo Sub-county, Nebbi District is a known poorest sub-county in the district. Besides income poverty, the human capital of the community low. By 2008 when AFARD entered into the community there was no advanced level education certificate holder. Top graduates were from Senior (4) Secondary Schools and Teacher Training Colleges. It was extremely hard to find more than five people in a village that could read and write except for Murusi Central village.

In 2009, WENDI among other interventions provided a loan booster fund designed to support education financing. Each of the 6 villages was expected to use the 10 million loan fund to engage in profitable household businesses and from the accrued interest earnings contribute UGX 500,000 annually into a pool. A Parish Education Committee was established comprising of BO leaders, local government officials and opinion leaders. This committee identified and vetoed persons who qualified to benefit from the scheme.

In 2010, the first team of beneficiaries was identified. Ten pupils who finished Primary Leaving Education (PLE) were transparently selected. The community failed to get additional two pupils as each village was expected to submit 2 pupils to the scheme. The short fall arose because Gotlembe village did not have children who enrolled and sat for PLE. In 2011, additional 6 pupils were taken on-board bringing the total of children supported by the education fund to 16.

Compared to an entire Sub county Local Government that annually sponsors only 2 students (and often from influential households), such an initiative testify to the fact that “where there is a development will communities commit whatever it takes to reap the envisaged results”. Many parents have been so challenged by the initiative that they have resolved not to wait for the education fund but even on their own strive to pay for their children’s education in secondary schools as Mr. Budu remarked, “If I can work hard to ensure that our community funds the education of children of our group members, what would prevent me from financing the education of my own children?”

Such a challenge has in turn also made it possible for Murusi parish alone to send 30 students to Secondary School in 2011 compared to only 2 in 2008. Often these children walk to and from school together. When asked what benefits they are getting from the sponsorship, Luka, Francis and Samson pointed out that “we are proud to be in school. We walk together and are always discussing the different subjects they teach us so that those who did not understand well in class also catch up... Because we are together, many students want to join our team. We are therefore challenged to see to it that many more children from Murusi also join secondary education...” “Because with this opportunity”, J. Luka added, “I feel I will be able to become a medical doctor to serve our community one day”.

## 4.6 Good governance

### **The Crucial Gap**

BOs do not work in a vacuum. They operate within the confines of local governments that should ideally support their growth. Yet, almost all BOs are not active participants in their local governance. They hardly demand for services and accountability from their local governments. Some even feel that they have nothing to do with their local government that historically ignored them before WENDI intervention.

### **The Actions**

In the year, BOs were encouraged to get involved in local governance so as to be able to voice their concern for support on issues outside of the focus of WENDI. They were encouraged to share their plans and reports with local governments as a commitment to accountability. Further, they were also encouraged to collaborate with government in instances like conflict resolutions and fraud. District and lower local governments were also involved in monitoring WENDI programme.

Table 6: Achievements of outputs under good governance

Objective/ Activity	Type	Target	Actual	Success rate	Remarks
<b>KRA 13: Women &amp; local government leaders' effectiveness to represent their constituencies improved</b>					Not budgeted for due to lack of funds.
<b>KRA 14: BO participation in local governance increased</b>					AFARD (as part of the gorta-FAO project) trained 1,320 local government leaders on Food Security and Nutrition mainstreaming in local government plans and budget.

### **The results**

BO members actively participated in the February 2011 National General Elections especially in Jangokoro, Menze, Ombeniva, Yiba, and Enjanyangaku. While 124 members (83 males and 41 females) contested for various post, 74 members (49 males and 25 females) – a 60% win rate – were elected into local governments as councilors. These have provided crucial allies in supporting WENDI programme. For instance, Rhinocamp supported the comprehensive safe home drive. The engagement with LLGs also witnessed increased support in some LLGs – Kango, Akworo, Paidha, Abanga, Gimara, and Drajini - to ensuring BOs complied with WENDI guidelines. Loan defaulters and fraudulent BO leaders were compelled (and in some cases arrested) to ensure that they did good their losses.

### **Key challenges**

The main challenge is that many BO members do not know their human rights to participate in local governance. Neither do they have the skills to effectively engage with elected leaders in order to win support from decentralized poverty budgets.

## Case Study 6: WENDI Programme Empowering Members to Take Up Leadership Position



Mr. Selly Ahmed in his New LC 3 Office (Photo: A. Abakari)

Hon. Selly Ahmed is the newly elected Chairman of Ariwa Sub county, Yumbe district. The Sub county is also newly created from Odravo in the move by government to bring services closer to the people.

Before the 31-year old became “someone” as it is known because he is saluted and bowed to, Selly was a “nobody”. He was one of the despised and unrewarded Grade III Primary School teachers who could not easily be recognized on any occasion. He served as a classroom teacher for 6 years in Ombechi and Omba primary schools. From 2009, he also became the Chairman of Injanyangaku WENDI Programme. He successfully stirred the near collapsing BO to life. Members’ commitment to group work and attendance in meetings and trainings improved remarkable. From a BO fund of UGX 3 million he developed new strategies that saw increased BO garden acreage, enterprise analysis of crops to be grown, bulk sales of produce, and by end of the year, Injanyagaku had own fund of UGX 11 million.

This service with devotion and dedication turned into a political asset come election time as he said,

“The foundation stone of what I am today was laid by WENDI programme. Through leadership trainings, group meetings, and exchange visits to successful farmers both my capacities and exposure to the community outside my BO vicinity were built. I did away with the “community fear” I had in the past. I was also able to show exemplary leadership qualities. Added to the confidence I had gained and the support I had not only from the members of our BO but also from the communities around, I ablydefeated two of my opponents with 346 votes even when I had limited finance to run my campaigns.”

While Hon. Selly now has the position to serve a population wider than Injanyangaku WENDI programme, he still notes that his reign will learn more from the holistic WENDI approach to fighting poverty. He echoes that “our people need good leaders; leaders who can “do what they preach” – plan with the people, honor agreed upon plans, focus more on results rather than means, and account for all actions.

## Case Study 7: Empowering Women Members to Take Up Leadership Position



Mrs. Ayikoru Francis (Photo: A. Andrew)

WENDI programme cherishes the empowerment of grassroots communities as a critical mass for building local capacity to initiate, owners, and sustain local development. One area of attention is participatory leadership because it is about co-management of community affairs in a transparent and accountable manner. Inherent in this leadership style is the acquisition voice by the voiceless, listening to diverse opinions, responsiveness, and accounting for all (in)actions in such a manner that all members share in the successes and failures.

However, participatory leadership has been noted to benefit not just WENDI member households and groups. Many forward looking members saw it as something that can improve on their local governance. Such a realization provoked a number of WENDI programme members to join the recently concluded elections. Mrs. Ayikoru Francis, the treasurer of Ombeniva Gorta Programme is one of these people. Her group is located in Ombeniva Village, Awuvu Parish, Rhino Camp Sub-County, Madi-Okollo County in Arua District. Mrs. Ayikoru Francis dropped out of school in Senior One due to lack of school fees. She later got married to Mr. Droma Francis of Ombeniva village. She recalled,

Before I joined the group in 2009, I was a tailor who operated a small scale business within Rhino Camp Trading Center opposite Rhino Camp Market. I was too shy. I feared standing before the public and taking up any leadership position in the community. This came to change when our village (Ombeniva) was selected by Rhino Camp Sub-County Local Government to benefit from West Nile Development Initiative (WENDI). Members saw the leadership potential in me and chose me to be the BO Treasurer. I resisted but I was encouraged that every member will overtime take a leadership position sooner or later. Knowing that by refusing now, I will only be postponing the problem, I accepted the position.

We kept on working transparently with all the members. Group decisions are made collectively. Reports are provided monthly. Conflicts are solved collectively. In this way, I gained confidence in the management of public affairs. At the same time, when we would be interacting with other people, I would feel that something is not right in the leadership of our local governance. I started getting motivated to take a bigger leadership role. Indeed, when Electoral Commission declared that in 2011 there would be elections of new leaders, discussed with my husband and some of my group members about my motivation. They approved of my idea. I picked the nomination papers and contested for the election which I easily won. I am now the Women Councilor-elect representing Eramva Parish to the Sub-County.

Mrs. Ayikoru Francis attributes her motivation and success to WENDI project that helps her fight public phobia, build leadership quality, gain exposure to local governance issues, acquire social networks, but above all to demonstrate her trustworthiness and honesty in the community. Finally, apart from thanking AFARD, gorta, and Rhinocamp local government for such an opportunity, she promises positive change in local governance. Being a voice for women, equity, responsiveness, and accountability in public resource management are what Mrs. Ayikoru promises to stand for come May when they are sworn into office.

A similar scenario has occurred in Enjanyagaku, Matu, Mawa, Angaba and Zombo. WENDI members are storming public leadership. The community warmly appreciates their efforts and sees them as a new brand of leaders who are pro-poor. They are also considered trust worthy because of the long relationship they have had with AFARD; known for not condoning opaqueness and dictatorship.



## 4.7 Institutional Development

### The Crucial Gaps

At the end of 2010, only 26 out of 82 groups had reached take-off stage (scoring between 65-90% on model home and group compliance standards). This meant that 68% of the groups were still weak to stand on their own to promote community development.

### The Actions

BOs held monthly meetings in which almost all committees reported on the progress and challenges of the months. Leaders were cajoled to be transparent and accountable. Trainings in book-keeping, developing M+E plans, and gender issues were conducted. Meanwhile elections for new office bearers were also held. Diverse resource mobilization and prudence in financial management were the emphasis of all AFARD staffs.

Table 7: Achievements of outputs under institutional development

Objective/ Activity	Type	Overall Target	Actual target		Remarks	Benefits			
						BO	Male	Female	Total
Key Result Area 15: Improved BO organizational and technical competency and coordination									
15.1 Conduct training in financial management	Sessions	164	161	98%	The two training sessions excluded OATC and Panyimur parish	80	7,168	7,659	14,827
15.2 Training in monitoring and reporting	Sessions	164	161	98%		80	1,203	802	2,005
15.3 Train in HIV/AIDS issues	Sessions	164	160	98%		80	1,980	2,850	4,830
15.4 Train in gender issues	Sessions	164	160	98%		80	1,981	2,736	4,717
Key Result Area 16: AFARD capacity to initiate, coordinate, account & learn from development programmes improved									
16.3 Conduct routine management visits	Visits	82	78	95%	As opposed to the planned 2 BO visits per day, at times 3 BOs were visited in a day	81			
16.4 Conduct field visits by: -Board visits - LLG officials -DLG visits	Visits	2	2	100%					
	Visits	25	25	100%					
	Visits	5	5	100%					
16.5 Conduct quarterly District Network meetings	Meetings	25	25	100%					
16.6 Hold quarterly BO review meetings	Sessions	324	324	100%					
16.7 Produce/disseminate WENDI progress reports	Copies	1,472	1,104	75%	The annual report production awaits the approval of this report.				
16.9 Plan for 2012	Planning	1	1	100%					
16.10 Hold EMESCO learning visit	Visit	1	1	100%					

### The results

- More than half of the BOs held elections of new office bearers in line with their constitutions. These elections saw a 10% point increase in number of women taking up leadership position from a dismal 29% contrary to the BO constitutions to 39%. Women also reported having gained “self and leadership confidence” to serve their community after realizing that they too have the ability to lead.



- The financial management training woke up many members to start to demand for financial accountability. In Mawa, Aleiva, Vurra, Pakadha, Alionyanya and others, interim committees were established as frauds were identified especially on the use of local funds. Some leaders were also reported to local governments.
- The continuous training in leadership compelled a number of BO members to venture into the local governance politics. WENDI programme has over 70 BoMs in lower local governments; a placement that helps for bridging BO-local government relationships.
- Local funds that are part of the loan portfolio also increased from UGX 770M in 2010 to UGX 1.1 billion.<sup>3</sup>As figures 3 and 4 reveal, BoMs generated their local income from loan schemes, farming for the market (with huge labor contributions), and trade in agricultural produce. For crops promoted under P4MA the BOs are also buying from non-members for on-sale to AFARD at a profit. This strategy evolved after many members noted that individual contributions were marginal in boosting their local resource envelopes. Thus, on average, each BO has a total savings of UGX 13.1 million. This figure means that the gross savings per member has steadily increased from UGX 51,672 per annum in 2009 to UGX 75,499 in 2010 to now UGX 113,894.

### **Key challenges**

- Many leaders who have been in office since the start of WENDI 3 years ago are still unable to provide members with comprehensive accountability. Such cases were noted in Pakadha, Papoga, Mawa, Angaba, Vurra, Matu, Mbale South, Lionga North, and Alionyanya where the elected Chairpersons were either illiterate or had domineering personalities. Often, BO leaders focused on WENDI funds on which there was strict control. Using this loophole, financial mismanagement was detected when FO and Finance team delved into auditing BO local revenue (see part 5 of this report). Records were lacking or not updated as required, some loan committee controlled funds without the knowledge of the BO Treasurers, and procedures were not followed as leaders or the financial controllers used the funds as they pleased. The awareness among members of such practices led many BoMs to refuse to make monthly contributions. In the affected groups, attendance of group meetings, field works and attendance of trainings also declined. Many members always echoed that “we are working hard for selfish leaders to enrich themselves from our sweat.” The other side of the problem is that members of such BOs are not yet empowered enough to demand accountability from their leaders, they are easily intimidated by their leaders and hardly understand their BO constitution as was evident when “members called on AFARD to enforce refund of their monies from their leaders”.
- Many women members in Yumbe, Obongi and Murusi axis accepts male dominance as Godgiven. Hardly do they contest against the wrongs that male leaders do.
  - In a few cases like Okuvuru, the realization that any member is free to exit the group and on such exit s/he is entitled to 75% of her/his overall contributions drove many members out of their BOs. This showed that many members are still focusing on short term benefits.
  - In some BOs, high illiteracy rate has enabled the few educated members to dominate leadership and hold BOs at ransom.

<sup>3</sup> This figure shows a reduction from UGX 1.4 billion. It is because: (i) some members who were expelled had their 75% contributory shares paid; (ii) some recorded funds were bad debts in loan schemes; (iii) direct frauds; and (iv) in a few BOs there were incorrect financial reporting due to the changes in leadership.

Figure 3: BO locally generated funds by source

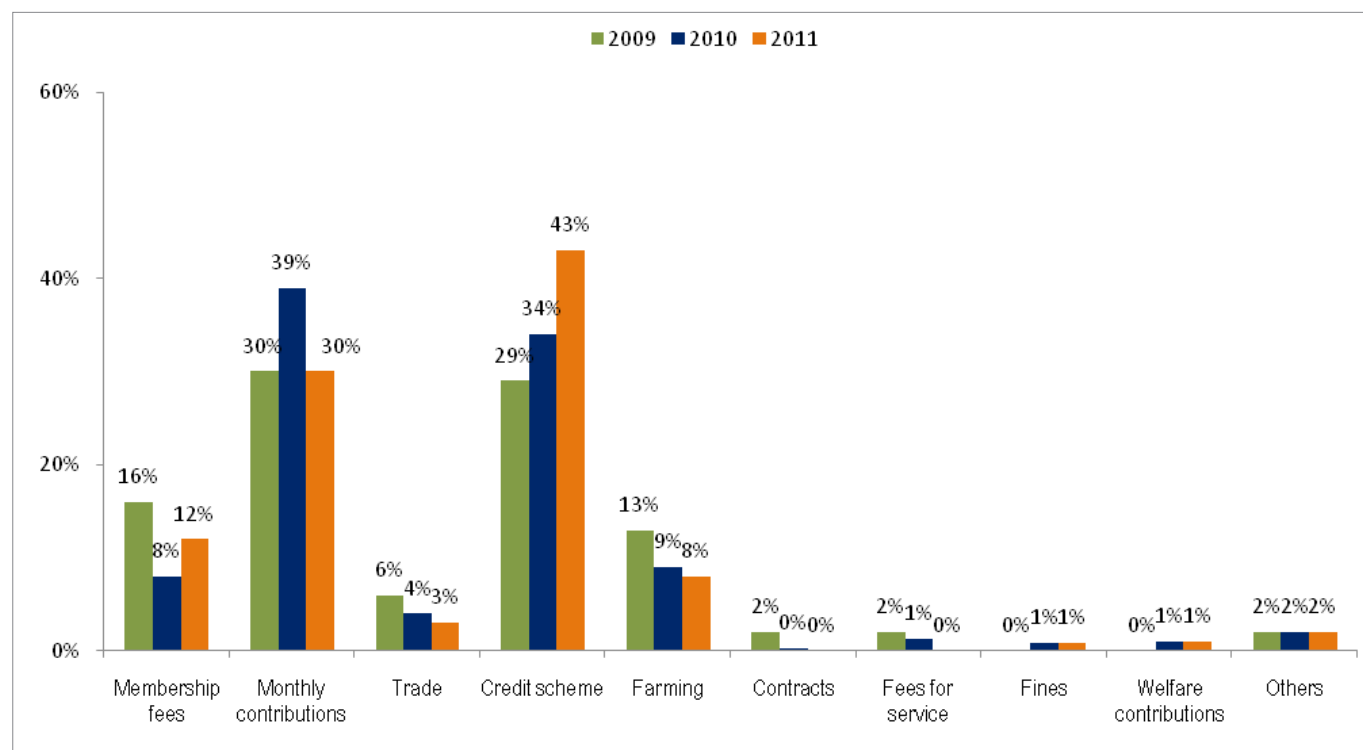


Figure 4: BO local contributions by source



## 4.8 AFARD Sustainability

### The Crucial Gap

The 2-years of WENDI implementation revealed that there was declining budget in the face of increase in overall number of beneficiaries. Such a decline also witnessed strategic budget allocations to the exclusion of some components like good governance. But on the whole, it tested the resilience of WENDI in the wake of dependence on a single funding source. Already the initially planned outreach in the 7-years does not seem be achievable.

### The Actions

In order to support a local revenue generation opportunity in AFARD, the Business Development Plan that aims at promoting production for the market and asset was adopted. For details see 4.2 above. Some equipment was also procured to enhance staff service delivery. SNV also supported this component to help AFARD staff gain entry into the market. Bulk Marketing Guidelines was developed, extension staffs were inducted on its use and supported to disseminate the practice among 78 groups. AFARD was also linked to other stakeholders under the Multi Stakeholders Platform for Oilseed subsector in West Nile.

Table 8: Achievements of outputs under AFARD's sustainability

Objective/ Activity	Type	Overall Target	Actual target	Success rate (%)	Remarks
<b>Key Result Area 16: AFARD capacity to initiate, coordinate, account &amp; learn from development programmes improved</b>					
16.1 Equip and tool offices/BOS					
-Motor cycles	Units	2	2	100%	
-Laptop computers	Units	2	2	100%	
-Digital cameras	Units	2	2	100%	
-Solar system	Units	1	1	100%	
-Photo copier	Units	1	1	100%	
16.2 Promote WENDI visibility, case studies					
16.8 Hold Board meetings	Meetings	2	2	100%	
16.11 Provide administrative support	Various				
<b>KRA 17: AFARD is financially sustainable</b>					
17.1 Support AFARD to pilot production for the market					

### The results

As a result of this initiative, AFARD has established relationship with big buyers who are able to absorb the consolidation of produce. Local governments are willing to support AFARD in the “market quantity power game” through linking their supported production to AFARD’ market outlets

### Key challenges

These are discussed in-depth under 4.2 above.

## 5. Financial Performance

This section focuses on financial performance of WENDI in 2011. It also presents a trend analysis of budget performance over the last 3 years by looking at BoM per capita allocation, thematic share and a simple return on investment. Finally, it shows BO financial management capacity; a key ingredient for the sustainability of the increasing local funds.

### 5.1 Income Statement 2011

As is shown in the table 9 below, in the year WENDI was able to realize 95% of its planned budget. The sources of the funds included balances from UGA/1982/10 (including retention and AFARD and BO carried forward balances). Funds were also received from disbursements for UGA/1986/10 (Increasing West Nile Smallholder Farmers' Productivity) and UGA/2018/11 (support to 82 BOs in West Nile region, Uganda).

Table 9: Income performance

Income Sources	Planned value (UGX)	Actual value (UGX)	Variance (UGX)	Remarks
2010 AFARD c/d	287,380,777	287,380,777	-	100% achieved
2010 BO c/d	108,547,260	108,547,260	-	100% achieved
2010 retention disbursement	159,660,222	159,660,222	-	100% achieved
Irish Aid disbursement	1,128,134,000	1,127,610,000	524,000	Disbursement plan gap. 99.95% achieved
WENDI disbursement	1,783,095,590	1,613,085,000	170,010,590	90.47% achieved
Other income (if any)	0	7,437,500	(7,437,500)	Interest on deposits
<b>Total income</b>	<b>3,466,817,849</b>	<b>3,303,720,759</b>	<b>163,097,090</b>	<b>95.30% achieved</b>

### 5.2 Expenditure Statement 2011

From the funds received in the year, 98% was spent leaving a bank balance of 2% (UGX 75,682,209) as committed funds. Notably, 45% of the funds was spent on agro-inputs and skills training for both household food security and production for the market and assets.

Below is a summary of the expenditure as at Dec 31, 2011.

Table 10: Expenditure performance

CODE/KRA	ACTIVITY	Revised Budget	Actual Expenditures	Variance	Remarks
	Direct Disbursements to BOs	127,066,000	127,066,000	-	
<b>KRA 1</b>	Access to sustainable and improved agro technologies	1,541,579,500	1,476,044,000	65,535,500	
<b>KRA 2</b>	BOs & BO Members secured better marketing margins	431,755,500	431,755,500	-	
<b>KRA 3</b>	Knowledge and practice of better nutrition improved	44,040,000	43,200,000	840,000	
<b>KRA 4</b>	Ability of BO members to engage in productive IGAs enhanced			-	
<b>KRA 5</b>	BO members enabled to save & loan themselves in a fraud free business manner	13,600,000	13,600,000	-	
<b>KRA 6</b>	Access to safe public water & Sanitation facilities increased	385,036,103	376,690,945	8,345,158	Committed as contractors retention for drilling boreholes in Moyo
<b>KRA 7</b>	Utilization of safe sanitation & water chain management practices increased	50,677,500	50,650,000	27,500	
<b>KRA 8</b>	Comprehensive Knowledge and positive attitude and practices regarding HIV/AIDS improved	15,640,000	15,640,000	-	
<b>KRA 9</b>	Community care and support for PLWA/OVCs increased			-	
<b>KRA 10</b>	Promote small home solar lighting system	100,000,000	10,000,000	90,000,000	Committed to guarantee KSG works with BO members
<b>KRA 11</b>	Community ability to fund education of best performing children improved			-	
<b>KRA 12</b>	Vocational skills promoted among out of school youths			-	
<b>KRA 13</b>	Women and local government leaders' effectiveness to represent their constituencies improved			-	
<b>KRA 14</b>	BO participation in local governance increased			-	
<b>KRA 15</b>	BO organizational management competencies and growth improved	193,520,000	190,865,000	2,655,000	

<b>KRA 16</b>	AFARD capacity to initiate, coordinate, account for and learn from development programmes	563,903,246	492,527,105	71,376,141	30M Committed for 2011 Audit, 15.2M committed for Annual report production and 2012 Budget.
<b>KRA 17</b>	AFARD is financially sustainable			-	
<b>Total expenses</b>		<b>3,466,817,849</b>	<b>3,228,038,550</b>	<b>238,779,299</b>	
<b>Bank Balances</b>					-
Support to 82 BOs in West Nile region, Uganda (UGA/2018/11)			<b>45,541,705</b>		
Increasing West Nile Smallholder Farmers' Agricultural Productivity (UGA/1986/10)			<b>30,140,504</b>		
<b>TOTALS</b>		<b>3,466,817,849</b>	<b>3,303,720,759</b>	<b>163,097,090</b>	<b>Budget gap for the year</b>

### 5.3 Budget Allocation Efficiency 2009-11

Table 11 below shows that the programme started in 2009 with only 51 BOs and it now has 82 BOs (see column b). This increase in the number of BOs also witnessed a marked increase in the total benefiting households and population (see columns c and d). Yet, the increased outreach instead met with declining funding capacity over the years both in total and per capita values (see columns e, f, g). The per capita cost especially for the nature of the programme (holistic in outreach) in 2011 compares favorably (and is low end) with the current government NAADS programme costing of €27 per food secure, €238 per market oriented and €388 per commercial farmer.<sup>4</sup>

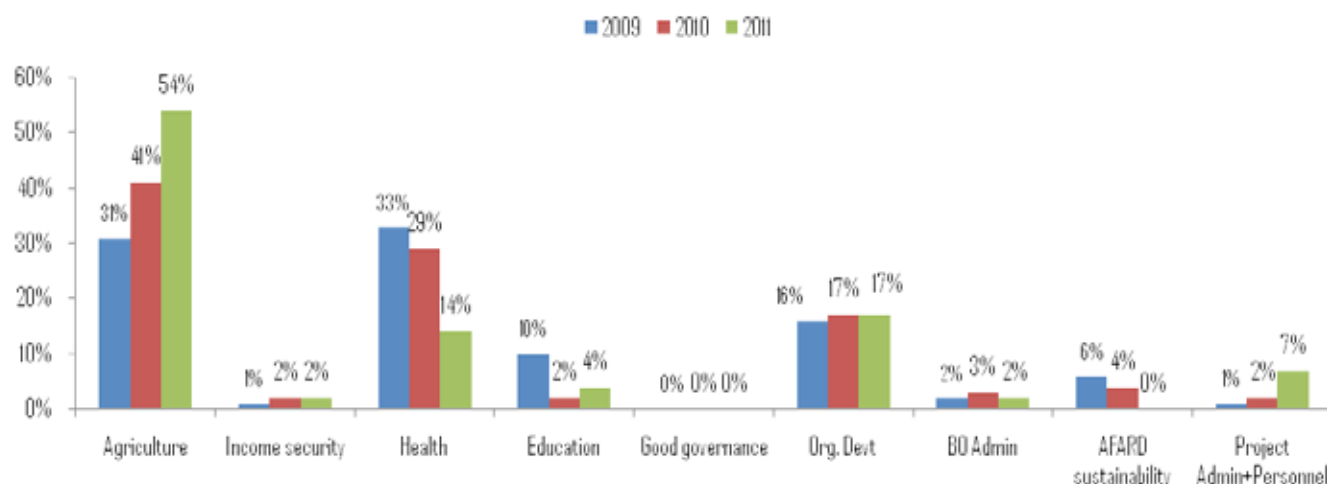
Table 11: WENDI outreach and cost per capita, 2009-11

Years	Number of beneficiary Organizations	Number of beneficiary Households	Number of beneficiary Households population	Total Budget (in €)	Cost per (in €)	
					Beneficiary Household	Beneficiary Household population
(a)	(b)	(c)	(d)	(e)	(f)	(g)
2009	51	7,683	49,316	1,650,591	215	33
2010	82	10,828	73,626	1,000,100	92	14
2011	82	10,828	73,958	966,341	89	13

<sup>4</sup> NAADS programme provides per annum UGX 105,000 per food security farmer, UGX 920,000 per market-oriented farmer, and UGX 1,500,000 per commercial farmer. Food security farmers only receive either 1 goat or seeds worth ½ an acre of land contrary to WENDI where the start is 2 goats linked to a Billy Boer for cross multiplication and seeds for planting at least one acre of the staple food crops – cassava +beans/peas/etc.

## 5.4 Thematic Expenditure 2009-11

Figure 5: WENDI Budget Allocation, 2009-11



From figure 5 above it is evident that the focus of WENDI in year 1-2 was on setting the development stage by “doing first things first.” More funds were spent on agriculture for food security; a component that greatly depended on a healthy population and group organization (organizational development and BO administration). Little emphasis was placed on income generation until 2011 and no emphasis as was pointed earlier on good governance funding. Meanwhile education has experienced a sudden decline in its funding due to the high infrastructure cost and AFARD administration costs (personal and indirect costs) has steadily increased with the increase in staffs.

## 5.5 Return on Investment

There are many ways of assessing the worthiness of WENDI programme. For financial assessment, a simple return on investment analysis is used.

As can be seen above in table 12, while in 2009 each BoM received €215 they only generated financially €22. However, from 2010 there is high return on whatever the **gorta** is investing in the region. This has been possible because investments are targeted and BOs have embraced the reality that “**gorta** will only provide catalytic input with which they [as the poor] have to act to fight their household poverties.”

Table 12: WENDI Return on Investment Analysis

Years	2009	2010	2011
<b>Number of direct beneficiaries</b>	7,683	10,828	10,828
<b>Investments (direct)</b>			
Total grants (€)	1,650,591	1,000,100	966,341
Grant per beneficiary (€)	215	92	89
<b>Incomes by sources</b>			
Crop farming	4,150,441,800	13,950,063,000	9,603,220,388
Livestock rearing	67,077,000	160,582,025	601,919,687
Group loan scheme	506,479,091	890,130,226	1,008,003,917
BO demonstration farm	48,107,050	72,498,850	803,834,000
Members contributions	180,046,900	366,483,340	233,689,410
BO trade	22,528,100	28,032,500	16,754,600
Fee for services	13,902,400	12,498,600	2,503,000
Welfare fund	6,570,850	8,839,100	2,596,400
Other sources		19,350,800	14,791,850
Total incomes (UGX)	4,995,153,191	15,508,478,441	12,287,313,251
Currency exchange rate (€1=UGX)	2,745	3,045	3,150
Total income (€)	1,819,728	5,093,096	3,900,734
Total income per beneficiary (€)	237	470	360
<b>Returns on investment</b>			
Net return (€)	169,137	4,092,996	2,934,393
Net return per beneficiary (€)	22	378	271
<b>Simple Return on Investment</b>	<b>-90%</b>	<b>309%</b>	<b>204%</b>



## 5.6 BO Financial Management Capacity

As annex 1 shows, generally the financial management at BO level is weak (64%). Only 10 BOs have a total score of >90% (OATC, Murusi Central, Pongo, Kubbi Community, Anyegele, Lokokura, Aliodraanyusi, Luku, Ndara and Aleiva).

The critical area of challenge remains with local revenue management. While financial control systems are used for WENDI funds, record keeping of both revenues and expenditures under local funds is highly neglected. Many leaders of both old and new BO alike were found to tactfully ignore this component to allow for frauds. This is so because in a few BOs where illiteracy is high such records are missing yet funds are noted as being transparently managed. Part of the problem has been that in year 1, finance department focused on WENDI funds only thus building management neglect (and impunity) of local funds. Second, the FOs contrary to the expectations of finance team did not do much in tracking financial management in their daily monitoring engagements with the BOs. Finally, the election of new leaders amidst poor records system worsened the matter as record reconstruction is curtailed by lack of information among the new leaders. This will call for vigilance among both programme and finance team to ensure that each BO has an upto date financial records and adheres to the 'minimum financial management package'. Where need be the support of local government will be relied on especially to record defrauded funds.

## 6. Way Forward

WENDI 2011 witnessed a high effectiveness of output achievement. As was already pointed in part 4 of the report, there were substantial gains and critical challenges too. This part explores the way forward for 2012 so as to ably embed and build sustainable impacts of the programme.

### 6.1 Achievement of Outcome Targets

Annex 2 shows that in 2011 WENDI was able to achieve most of its planned outcomes. Household incomes increased, sleeping under treated mosquito nets was sustained with a huge reduction in malarial case rate both among adults and children, breastfeeding rate increased, gross enrolment in schools surged (as even the underage were sent to school). Asset accumulation dismally increased because at the time of the household survey many crops grown primarily for asset acquisition were still being harvested (and or hoarded) for on-sales in early January 2012.

However, there remain challenges with increasing both the number and diversification of meals, increasing access to safe water, increasing HIV testing beyond BO members to include their household members (for comprehensive coverage), increasing vaccination of children and improving BO financial performance. While the sales of crops grown under the production for the market and asset is expected to boost BO income levels (in early 2012), still the pace of financial growth is not cognizant of the planned target of at least having >90% of the BOs with ≥UGX 25 million.

### 6.2 WENDI Outcomes 2009-11

In the last 3 years WENDU focused largely on food production, building loan fund for microbusiness ignition, setting up community change agents to preach about better production, preventive health, and education, and streamlining BOs for collective development. The investment analysis shown in 5.4 above revealed that positive returns were achieved even from the small per capita grant. This funding support has been able to produce some positive results in the lives of the beneficiaries as are shown in figures 6 and 7 below. Both figures reveal that good results have been gained in food security, health security, and education security. Many families are able to eat adequate meals annually. With adequate food and better health has also come a shot in educational enrolment. However income and economic security shows mixed results. Only few households, in line with WENDI model home/village standards, have been able to secure assets as well as save in cash. Although we expect that after the full harvest and sales of produce under P4MA, many assets will be secured, the pattern shows that BoMs are already at peak positions with easy to procure assets like radios, phones, and beds with mattresses. Hard to procure assets that need sizeable funds such as iron roofed house, motor cycles, and cows are being procured gradually. This is sign that funds are also trickling slowly (and in small quantities) in the BoM households.

Figure 6: Results of WENDI programme in the Beneficiary Households

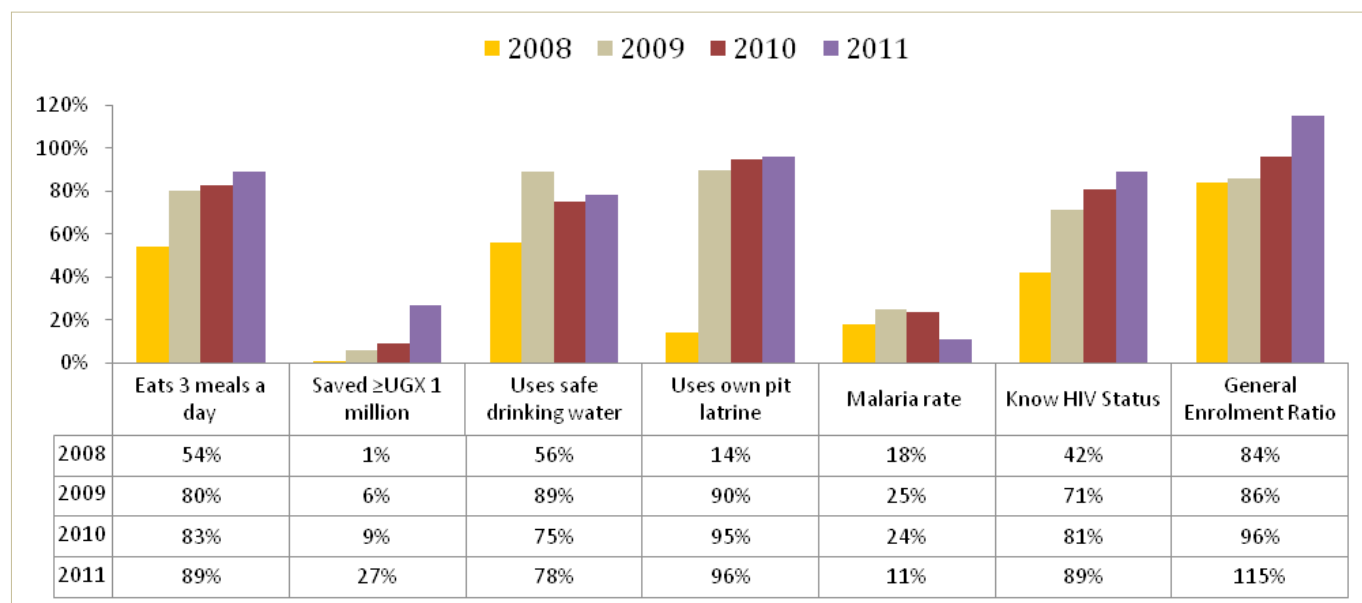
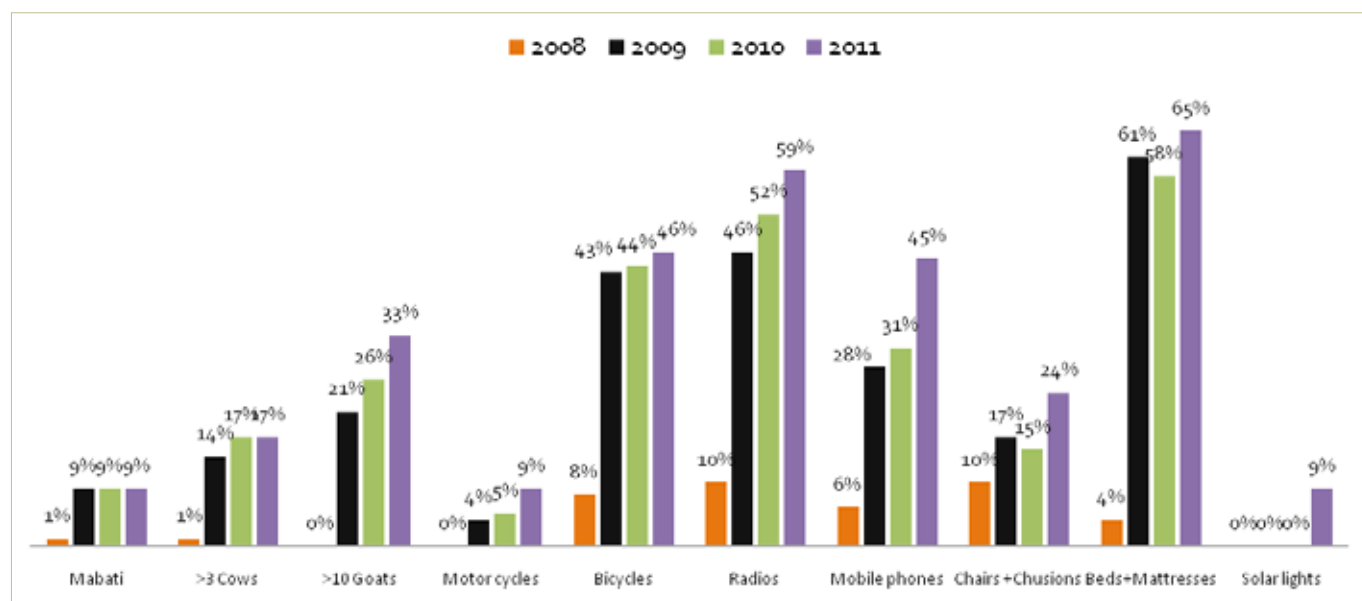


Figure 7: Assets Building Status



The above positive changes were summarized by His Grace, Henry Luke Orombi, a member of the Board of Directors after their field visits in the region as:

[WENDI] programme brought hope to people who had no hope at all, projects a bright future to those who had failed aspirations, shows value-for-money for stakeholders interested in AFARD's work and value-for-effort for the staffs who earn little pay but do so much with devotion and dedication.

## 6.3 Crucial Impediments

The above noted gains are also encumbered with challenges, key among which are:

- There is limited diet diversification and equitable food sharing due to cultural norms and low disposable household incomes. Households' attention is on food quantity and not quality. Besides, there is no optimal utilization of locally available foods especially green vegetables due to the attitudinal bias towards fish and meat.
- Production for the market and asset building has not taken root. There is no seed security for soya beans, a new enterprise to more than 95% who grew it for the first time in their lives as yet. This is because the seeds cannot be stored for the 5 months period without >85% germination viability loss. Further, many BO members lack enterprise analysis skills and knowledge related to quality control. Group bulking systems are also still not effective. At AFARD level, the seed capital for buying produce from the farmers is small, due to only one warehouse and no means of transport, transaction costs remains high thus negatively affecting profitability of the investment.
- The current high inflation rate has negatively affected business turnover in BOs. As a result, loan borrowing declined, BO Treasurers keep excess cash, and members' contribution to group funds became difficult.
- In health, (a) 22% of WENDI beneficiaries lack access to safe water; (b) there is also low adoption of some critical safe sanitation and hygiene practices like the use of tippy taps due to religious and cultural norms; (c) with respect to HIV/AIDS, Uganda AIDS Commission developed a Combination HIV Prevention strategy which requires a combination of biomedical, structural and behavioral approaches implemented in close linkage with health facilities. These are beyond the capacity of CHFAs.
- In education security, of particular concern is girl-boy children inequity in access to, and retention in, school. Fathers prefer to educate boys while mothers prefer the girls to assist them with domestic chores and small businesses. Local governments too in search for local revenue continue to license night discos and videos that expose many children to teenage sex with rising number of teenage parents. Meanwhile, there is a rising desire for community education fund. What we started in only 6 groups has now spread to 60 groups.
- In good governance, many of WENDI supported groups do not participate in local government policy processes and thus they do not receive any share of the development cake in their local governments. This is because many are unaware of both their rights under decentralized governance and how local government planning is conducted. Neither do they also have the skills to advocate leaders for their development needs.
- In institutional development, many groups are still at an unstable nascent stage of organizational growth. Few have reached take-off stage. Beyond the limited strategic planning, monitoring and accounting skills, many lack the ability to tap into the huge business potentials available in order to strengthen their financial sustainability.
- For AFARD there is overreliance on **gorta** funding; funding that has been declining over the years without room for the up-scaling originally planned in our strategic direction.

## 6.4 Recommendations for 2012+

In 2012, WENDI should seek to deepen the impacts of programme by focusing on (a) sustaining the gains of the last 3 years; and (b) Bringing in components that were underfunded or not funded. It is linked to the Irish Aid funded “increasing West Nile Smallholder farmers’ agricultural productivity project” and FAO “mainstreaming the rights to food in sub-national plans” that primarily focuses on food and nutrition security and the promotion and protection of rights. The focus of the harmonized WENDI 2012 will be:

- Ensuring sustained food security from own seeds/planting materials so that 95% of the households can eat 3 diversified meals a day. Nutrition education should emphasise diet diversification and equity as some women are currently still culturally disfavoured.
- Strengthening production for the market so that households and groups increase their incomes and asset base: 50% from 19% of households with  $\geq$ UGX 1 million and 65% from 14% of groups have UGX 25 million.
- Strengthening the provision of extension services through enhancing farmer-to-farmer extension and fostering strategic partnerships with relevant research and academic institutions for technical back up (especially with Namulonge, Serere and Makerere University).
- Water scarce groups will be provided with boreholes so that 90% access safe water from 75%; sanitation and hygiene by-laws will be promoted so as to reduce morbidity rates of malaria from 40% to 20% and gastro-intestinal infections from 9% to 5%.
- HIV/AIDS infections will be addressed by combination prevention; 45% of members will undergo HIV testing up from 39%.
- Community education by-law and policing will also be instituted and enforced through education committees to ensure that girl children dropout rate reduces from 15% to 5%. Additionally, 10 groups will receive booster fund for community education so that 70 children (50% girls) are supported in secondary and tertiary education. Further, 12% of the households will for the first time use solar power.
- Effective citizenship will be built by training group members in basic human and women’s rights as well as local governments planning so that at least 50% participate in resource allocation debates and secure from government what WENDI cannot offer them.
- Institutional development will focus on systems development now that group funds are growing and future member cohesion will depend on transparency in planning, reporting and financial management.
- Building a distinguished model of excellence that can be shared with other partners in Uganda.
- Finally, AFARD’s sustainability will continue to hinge on production for the market and the fair price margin so that reserve is built (UGX 500 million saved) for future co-funding.

To reduce on the above noted impediments, it is important that an effective strategy is developed among which is the need to:

- Actively involve family members in their groups. This will widen room for harmony in many families. Cases like in Yiba where a husband withdrew the participation of his wife and took back the 4 acres of land he had offered to the group

signals gender insensitivity by some household heads.

- Promote both intra- and inter – BO learning as a way of energizing positive competition and adoption of working methods that produces results. This should be done concurrently by re-energizing group members of their shared visions given that some are already contented with the limited funds they have so far mobilized.
- Refocus BOs to appreciate that they can only effectively enhance their earning capacity through a market orientation. The malingering attitude of “donors will help” is a roadblock to optimizing individual and group capacities.
- Reward best performing BOs and LLGs so that the attitude of “after all we are all the same” can be dispelled.
- Encourage field days for FOs to their BOs. Equally, funds permitting promoting team approach to activity implementation. These approaches will help the programme to gain in-depth understanding of the various BOs so as to ensure that supports are customized to each BO peculiarity.

## 6.5 WENDI Target 2012

Table 13: WENDI Target 2012

	Baseline 2009(%)	Target 2012 (%)
Proportion of BO member households:		
• Eating 3 meals a day	26	100
• Eating balanced diet	42	95
• With UGX 1 million as cash saved	1	50
• Using safe water for drinking	33	85
• Using pit latrines	76	100
• Using hand-washing facilities	33	95
• With an iron sheet roofed house	0	15
• With bicycles	8	65
• With at least ten goats	0	45
• With a radio	10	65
• With a mobile phone	7	65
• With beds and mattresses	4	75
• Using energy saving stoves	10	65
• Using solar energy	0	12
Proportion of BO member household population:		
• Using long lasting insecticide treated mosquito nets	49	100
• Enrolled in school (6-19 years)	86	100
• Tested HIV status	37	77
• Suffering from malaria (children/adult)	65/18	15/5
• Pregnant mothers breastfeeding (2 years)	-	85
• Pregnant mothers attending antenatal care	-	50
• Children 5 years fully vaccinated	-	85
BO organizational growth		
• Number of BOs with UGX 25 Mn	0	65
• POCA status	79	90
• BO performance status	55	85
• Local revenues generated (UGX)	384	2,709
• Local contributions (UGX equivalent in 'million)	655	4,379
• BO participating in local government budget cycle	0	50
• BOs lobbying local government support	0	50
• HHs with business (%)	24	95
• # of BO with 90% POCA	11	60
• # of BO with 33% women leaders	56	79
• # of BO with seed bulking	14	50
• # of BO with market bulking	5	100
• Strengthened AFARD's outreach, legitimacy, visibility and political support.		
• Improved Gorta and Irish Aid's visibility and impact in the region and country		

## 6.6 Concluding Remarks

From the analysis presented above, WENDI 2011 was highly successful. Funds were received timely. Staffs prepared adequately to implement almost the planned activities (save for the few that spilled into 2011 – audit and production of report and plan). Resources were also used more efficiently. The results were financially feasible. Besides, many members were enabled by the programme to socially become “somebody from nobody” and “to build wider aspiration windows for a better life from where none existed before.” WENDI is in line with its aims of seeing a food, income, health and education secure citizens in West Nile; securities built through citizen empowerment for self-development. The inherent challenges should therefore present critical action points in 2012 and beyond.



# ANNEXTURE

Annex 1: BO Financial Management Status  
Annex 2: Harmonized Monitoring Framework  
Annex 3: BO Performance status, 2011

## Annex 1: BO Financial Management Status

S/n	Names of beneficiaries	Wendi C/Book updated	Local Revenue C/Book updated	Loan Records Updated	Members Register updated with		Meeting	
					Monthly Contributions	Annual Subscriptions		
1	Got-Lembe GortaProgramme Ass.	1.0	1.0	0.5	0.5	1.0	1.0	
2	Olando Gorta Programme	0.5	0.5	-	1.0	1.0	-	
3	Siringmba Gorta Programme Ass.	0.5	0.5	-	-	0.5	-	
4	Murusi CentralGorta Programme Ass.	1.0	1.0	1.0	0.5	0.5	1.0	
5	Pongo Gorta Programme	1.0	1.0	1.0	0.5	0.5	1.0	
6	Munduriema Gorta Programme Ass.	1.0	1.0	0.5	0.5	0.5	1.0	
7	Kalowang WENDI Programme	0.5	0.5	1.0	1.0	1.0	1.0	
8	Paleo WENDI Programme	1.0	0.5	1.0	1.0	1.0	1.0	
9	Mungu Lonyo Group	0.5	0.5	0.5	1.0	1.0	1.0	
10	Nyaravur Rural Community Project	1.0	1.0	1.0	1.0	-	-	
11	Jupugeta Upper WENDI Programme	1.0	1.0	0.5	0.5	1.0	1.0	
12	Cido Community WENDI Programme	0.5	1.0	1.0	-	-	1.0	
13	Kubbi Community WENDI Programme	1.0	1.0	1.0	1.0	1.0	1.0	
14	Oyiko Community WENDI Programme	0.5	-	-	-	0.5	1.0	
15	Jonam Youth Development Initiative(JOYODI)	1.0	0.5	1.0	1.0	1.0	1.0	
16	Jupa-olony WENDI Programme	1.0	1.0	0.5	0.5	0.5	1.0	
17	Anyengele Group	0.5	1.0	1.0	1.0	1.0	1.0	
18	Kwerkabucan Group	1.0	-	-	1.0	1.0	0.5	
19	Mungu Jakisa Group	0.5	-	0.5	1.0	0.5	1.0	
20	Pangith WENDI Group	1.0	0.5	0.5	1.0	0.5	1.0	
21	Lokokura Singla Group	1.0	1.0	0.5	1.0	1.0	1.0	
22	Panyimur Gorta Programme	-	-	-	-	-	-	
23	Dei Post Test Club	1.0	0.5	0.5	1.0	1.0	1.0	
24	Odonga Central WENDI Programme	1.0	0.5	0.5	1.0	0.5	1.0	
25	Indilinga West WENDI Programme	1.0	0.5	0.5	0.5	0.5	0.5	
26	Drabijo WENDI Programme	0.5	-	1.0	-	-	1.0	
27	Mbale WENDI Programme	-	-	0.5	0.5	0.5	0.5	
28	Abiriamajo WENDI Programme	0.5	-	0.5	0.5	1.0	-	
29	Maduga North WENDI Programme	1.0	0.5	-	0.5	1.0	1.0	
30	Maduga South WENDI Programme	-	-	1.0	0.5	1.0	-	
31	Liwa North Farmers Group	1.0	0.5	1.0	0.5	0.5	1.0	
32	Lionga North Farmers Group	-	1.0	0.5	1.0	1.0	-	
33	Lionga South Progressive Group(WENDI)	-	-	-	1.0	1.0	1.0	
34	Yambura WENDI Programme	1.0	0.5	0.5	0.5	1.0	1.0	
35	Aupi Apo WENDI Programme	1.0	1.0	0.5	0.5	1.0	1.0	
36	Oriba WENDI Programme	0.5	-	0.5	0.5	1.0	0.5	
37	Kisimua WENDI Programme	1.0	0.5	0.5	1.0	1.0	1.0	
38	Modicha WENDI Programme	1.0	0.5	1.0	1.0	1.0	-	
39	Fataha WENDI Programme	0.5	0.5	0.5	0.5	1.0	0.5	
40	Omba WENDI Programme	0.5	0.5	1.0	1.0	0.5	1.0	
41	Odokibo Agricultural Training Centre(OATC)	1.0	1.0	1.0	1.0	1.0	1.0	
42	Naku Gorta Programme	0.5	0.5	0.5	0.5	-	0.5	
43	Matu Gorta Group	0.5	1.0	0.5	-	1.0	1.0	
44	Lodonga House Hold Dev't Group	1.0	0.5	1.0	0.5	1.0	-	
45	Yiba Gorta Programme	1.0	0.5	0.5	0.5	0.5	0.5	
46	Aupi Gorta Group	0.5	0.5	1.0	1.0	1.0	1.0	
47	AliamuGorta Group WENDI Programme	1.0	0.5	1.0	1.0	-	-	
48	Odokibo WENDI Programme	0.5	-	1.0	0.5	1.0	1.0	
49	Okuvuru WENDI Programme	1.0	1.0	-	0.5	0.5	-	

Request	Control systems		Evidence of Local Revenue Expenditure	Evidence of Wendi Revenue expenditure	Have Asset Register	Total Scores	BO Performance
	Approval	Verification					
1.0	1.0	1.0	-	1.0	1.0	10.0	83%
1.0	1.0	1.0	1.0	1.0	-	8.0	67%
-	-	-	-	-	-	1.5	13%
1.0	1.0	1.0	1.0	1.0	1.0	11.0	92%
1.0	1.0	1.0	1.0	1.0	1.0	11.0	92%
1.0	1.0	1.0	-	1.0	-	8.5	71%
1.0	1.0	0.5	-	1.0	0.5	9.0	75%
1.0	1.0	1.0	-	1.0	-	9.5	79%
1.0	1.0	1.0	-	-	-	7.5	63%
1.0	1.0	1.0	1.0	1.0	-	9.0	75%
1.0	1.0	1.0	0.5	0.5	0.5	9.5	79%
1.0	1.0	1.0	1.0	1.0	-	8.5	71%
1.0	1.0	1.0	1.0	1.0	-	11.0	92%
1.0	1.0	1.0	0.5	0.5	0.5	6.5	54%
1.0	1.0	0.5	1.0	1.0	0.5	10.5	88%
1.0	1.0	1.0	1.0	1.0	1.0	10.5	88%
1.0	1.0	1.0	1.0	1.0	1.0	11.5	96%
0.5	0.5	0.5	1.0	-	-	6.0	50%
1.0	1.0	0.5	-	1.0	1.0	7.5	63%
0.5	1.0	0.5	-	1.0	0.5	7.5	63%
1.0	1.0	1.0	1.0	1.0	1.0	11.5	96%
-	-	-	-	-	-	-	-
1.0	1.0	1.0	1.0	1.0	0.5	10.5	88%
1.0	1.0	0.5	0.5	-	0.5	8.0	67%
0.5	0.5	0.5	-	-	-	5.0	42%
1.0	0.5	-	-	-	1.0	5.0	42%
-	0.5	-	0.5	0.5	-	3.5	29%
-	-	-	-	1.0	-	3.5	29%
1.0	1.0	1.0	0.5	0.5	-	8.0	67%
-	-	-	-	1.0	-	3.5	29%
1.0	1.0	1.0	0.5	0.5	-	8.5	71%
0.5	0.5	0.5	1.0	-	-	6.0	50%
-	0.5	0.5	0.5	-	-	4.5	38%
1.0	1.0	1.0	1.0	1.0	1.0	10.5	88%
1.0	1.0	1.0	-	1.0	-	9.0	75%
0.5	0.5	0.5	0.5	0.5	-	5.5	46%
1.0	1.0	1.0	1.0	1.0	-	10.0	83%
-	-	-	-	-	-	4.5	38%
0.5	0.5	0.5	-	1.0	-	6.0	50%
1.0	1.0	0.5	0.5	1.0	1.0	9.5	79%
1.0	1.0	1.0	1.0	1.0	1.0	12.0	100%
0.5	0.5	-	0.5	-	-	4.0	33%
1.0	1.0	-	1.0	-	-	7.0	58%
-	-	-	-	-	-	4.0	33%
0.5	0.5	0.5	0.5	1.0	-	6.5	54%
1.0	1.0	1.0	-	0.5	1.0	9.5	79%
-	-	-	-	1.0	1.0	5.5	46%
1.0	1.0	1.0	0.5	0.5	-	8.0	67%
-	-	-	-	-	-	3.0	25%

S/n	Names of beneficiaries	Wendi C/Book updated	Local Revenue C/ Book updated	Loan Records Updated	Members Register updated with		Meeting	
					Monthly Contributions	Annual Subscriptions		
50	Atiminda Youth Association For Dev't	1.0	1.0	0.5	0.5	1.0	-	
51	Iyigobu Farmers Group	1.0	0.5	1.0	1.0	1.0	1.0	
52	Aliodraanyusi Mixed Farmers Group	1.0	0.5	1.0	1.0	1.0	1.0	
53	CACI Women Mixed Farmers Group	0.5	-	-	1.0	1.0	-	
54	Alionyanya Mixed Farmers Group	1.0	0.5	1.0	1.0	1.0	1.0	
55	Izanyangaku WENDI Programme	1.0	0.5	0.5	0.5	0.5	0.5	
56	Jangokoro Dev't Planning Association	0.5	0.5	0.5	-	0.5	-	
57	Congambe Women Group	0.5	-	-	-	-	-	
58	Utimkisa Gorta Programme	0.5	0.5	1.0	-	-	-	
59	Kango Parish Gorta Programme	0.5	-	-	0.5	1.0	-	
60	Luku WENDI Programme	0.5	1.0	1.0	1.0	1.0	1.0	
61	Vurra WENDI Programme	1.0	-	-	0.5	0.5	1.0	
62	Zumbo WENDI Programme	0.5	0.5	1.0	1.0	1.0	1.0	
63	Angaba WENDI Group	-	-	1.0	1.0	1.0	-	
64	Mawa Group	1.0	1.0	0.5	1.0	1.0	1.0	
65	Uruku Gorta Programme	1.0	0.5	1.0	1.0	1.0	1.0	
66	Kaya Gorta Programme	1.0	1.0	1.0	0.5	1.0	1.0	
67	Pakadha Gorta Programme	1.0	1.0	1.0	0.5	0.5	1.0	
68	Kuligamba WENDI Programme	1.0	1.0	1.0	0.5	1.0	1.0	
69	Arii Gorta Programme	0.5	0.5	1.0	0.5	0.5	0.5	
70	Menze Gorta Programme	1.0	1.0	1.0	0.5	1.0	0.5	
71	Adhingi Gorta Programme	1.0	-	0.5	0.5	0.5	1.0	
72	Papoga Gorta Programme	0.5	0.5	0.5	0.5	-	1.0	
73	Ndara Gorta Group	1.0	1.0	1.0	1.0	1.0	1.0	
74	Ombeniva Gorta Group	-	-	-	0.5	0.5	-	
75	Ledriya Gorta Group	1.0	1.0	0.5	1.0	-	1.0	
76	Katanga WENDI Programme	1.0		1.0	1.0	0.5	1.0	
77	Asaroa WENDI Programme	1.0	0.5	1.0	-	-	1.0	
78	Bandili WENDI Programme	1.0	1.0	1.0	1.0	1.0	-	
79	Ovuocako WENDI Group	-	-	-	-	0.5	0.5	
80	Oyu WENDI Programme	0.5	0.5	0.5	1.0	0.5	0.5	
81	Pasumu WENDI Programme	1.0	0.5	0.5	0.5	1.0	1.0	
82	Aleiva WENDI Group	1.0	1.0	1.0	0.5	0.5	1.0	
	Total score	59.0	44.5	52.0	53.0	57.5	55.5	
	% score	73%	55%	64%	65%	71%	69%	

Request	Control systems		Evidence of Local Revenue Expenditure	Evidence of Wendi Revenue expenditure	Have Asset Register	Total Scores	BO Performance
	Approval	Verification					
-	-	-	-	-	-	4.0	33%
1.0	1.0	1.0	1.0	1.0	-	10.5	88%
1.0	1.0	1.0	1.0	1.0	1.0	11.5	96%
-	-	-	-	-	-	2.5	21%
1.0	1.0	1.0	-	1.0	-	9.5	79%
0.5	0.5	0.5	0.5	1.0	-	6.5	54%
1.0	1.0	1.0	1.0	1.0	1.0	8.0	67%
1.0	1.0	1.0	-	1.0	1.0	5.5	46%
1.0	1.0	1.0	1.0	1.0	1.0	8.0	67%
-	-	-	1.0	1.0	-	4.0	33%
1.0	1.0	1.0	1.0	1.0	1.0	11.5	96%
1.0	1.0	1.0	1.0	1.0	-	8.0	67%
1.0	1.0	1.0	0.5	0.5	-	9.0	75%
-	-	-	-	-	-	3.0	25%
1.0	1.0	1.0	0.5	1.0	-	10.0	83%
1.0	1.0	1.0	-	1.0	-	9.5	79%
1.0	1.0	1.0	-	1.0	-	9.5	79%
1.0	1.0	1.0	-	1.0	-	9.0	75%
1.0	1.0	1.0	-	1.0	1.0	10.5	88%
0.5	0.5	0.5	1.0	1.0	1.0	8.0	67%
0.5	0.5	0.5	1.0	0.5	0.5	8.5	71%
1.0	1.0	1.0	-	0.5	1.0	8.0	67%
1.0	1.0	1.0	0.5	0.5	0.5	7.5	63%
1.0	1.0	1.0	0.5	1.0	1.0	11.5	96%
-	-	-	-	-	-	1.0	8%
1.0	1.0	1.0	1.0	1.0	-	9.5	79%
1.0	1.0	1.0	1.0	1.0	-	9.5	79%
1.0	1.0	1.0	-	1.0	-	7.5	63%
-	-	-	1.0	-	-	6.0	50%
-	-	-	-	-	-	1.0	8%
0.5	1.0	-	-	1.0	-	6.0	50%
1.0	1.0	1.0	1.0	1.0	-	9.5	79%
1.0	1.0	1.0	1.0	1.0	1.0	11.0	92%
58.5	60.0	53.5	39.0	55.0	27.0	620.5	64%
72%	74%	66%	48%	68%	33%	64%	

## Annex 2: Harmonized Monitoring Framework

Theme	Focus	Strategic objectives	Results	Target 2011	Actual 2011
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	90% 50%	89% 40%
		KRA 2: BO members secured improved farm marketing margins.	Households with UGX 1 million saved	25%	27%
		KRA 3: Knowledge and practice of better nutrition improved.	Households able to eat 3 meals a day	90%	89%
	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	90% 25%	89% 27%
		KRA 5: BO members enabled to save and loan themselves in a fraud free business oriented manner.	-BOs with credit schemes -BO loan portfolio (in UGX million) -BO members borrowing from BO schemes	99% 1,600 90%	99% 1,080 91%
Human development	Health security	KRA 6: Access to safe public water and sanitation points increased.	-BO members using safe water -Water sources with functional Facility Management Committees	85% 100%	78% 100%
		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 -BOM households with hand-washing facilities -Rate of Malarial disease (in children) -Proportion of women breastfeeding (2yrs)	100% 100% 100% 90% 15% 35%	100% 100% 96% 92% 21% 71%
		KRA 8: Comprehensive knowledge and positive attitudes and practices regarding HIV/AIDS improved.	-BO members tested HIV status -Community openly talk about HIV/AIDS	75% 100%	67% 100%
		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 -Community stigma for HIV positive people reduced	400 600 -	181 138
	Education security	KRA 10: Educational participation of children increased.	Proportion of children enrolled in schools	100%	115%
		KRA 11: Community ability to fund education of best performing children improved.	# of children supported by own villages/BOs under education fund	15	16
		KRA 12: Vocational skills for self employment promoted among out of school youths.			
	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			
Good governance	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	50% 90%	51% 63%
AFARD and BO sustainability		KRA 16: AFARD's capacity to initiate, coordinate, account for and learn from development programme improved	-Stakeholder satisfaction with and support for WENDI improved -WENDI transparency deepened among its stakeholders -Improved programming basing on lessons learnt		
		KRA 17: AFARD is financially sustainable	-Office block (Phase 1) completed -Public image of AFARD improved		

## Annex 3: BO Performance status, 2011

Districts	LLGs	Names of Bos	BO Growth Compliance score	BO model home score	Average score	Performance Status			
						Laggard <65%	Take-off 65-90%	Mature ≥90%	
Nebbi	Pakwach TC	JOYODI	67%	NA	67%				
		Pakwach Parish	78%	59%	68%				
		Lokokura	72%	60%	66%				
	Panyimur	Dei PTC	78%	57%	68%				
		Panyimur Parish	0%	#DIV/o!	#DIV/o!				
		Anyengele	83%	69%	76%				
	Alwi	Kwerkabucan	83%	48%	66%				
		Mungujakisa	78%	44%	61%				
		Paila (Panglieth)	67%	36%	51%				
		Olando	89%	37%	63%				
	Akworo	Mundurima	89%	42%	66%				
		Got-lembe	89%	53%	71%				
		Pongo	89%	33%	61%				
		Murusi Central	89%	32%	61%				
	Nyaravur	Siringmba	94%	36%	65%				
	Nebbi TC	Nyaravur	94%	65%	80%				
	Zombo	Nebbi	Mungolonoyo	100%	65%	83%			
			Kalowanq	94%	47%	70%			
		Paleo	83%	45%	64%				
		Orussi	Orussi (Oyiko)	83%	47%	65%			
			Jupugetta	83%	40%	62%			
		Abanga	Cidu	83%	51%	67%			
			Kubi Community	89%	39%	64%			
Paidha			Pakadha	89%	45%	67%			
			Oruku	94%	37%	66%			
Jangokoro			Kuligamba	78%	33%	56%			
			Kaya	67%	35%	51%			
Zeu			Congambe	89%	71%	80%			
			Utimkisa	83%	65%	74%			
Kango			JODPAC	89%	64%	76%			
			Menze	78%	40%	59%			
			Papoga	78%	44%	61%			
	Adhingi		78%	37%	57%				
	Arii		72%	43%	58%				
	Kango		94%	45%	70%				
Nyapea	Luku	72%	85%	78%					
	Vurra	72%	41%	56%					
Arua	Zombo TC	Angaba	72%	40%	56%				
		Mawa	72%	33%	52%				
	Rhinocamp	Nyapea Cana	78%	46%	62%				
		Ombeniva	78%	71%	74%				
		Ndara	89%	69%	79%				
		Ledriva	89%	78%	83%				
		Oyu	72%	63%	68%				
		Pasumu	67%	65%	66%				
		Aleiva	72%	65%	69%				
		Asaroa	89%	64%	77%				
		Bandili	89%	69%	79%				
		Katanga	72%	58%	65%				
		Ovuocaku	78%	65%	71%				
		Yumbe	OATC	OATC	89%	#DIV/o!	89%		
Lodonga	78%			47%	62%				
Aupi	67%			52%	59%				
Aliamu	72%			55%	64%				
Matu	72%			43%	58%				
Okuvuru	83%			56%	69%				
Yiba	78%			59%	68%				
Naku	72%			55%	64%				
Odokibo	78%			49%	63%				
Caci	72%			50%	61%				
Atiminda	67%			65%	66%				
Aliodanyosi	67%			62%	64%				
Drajini	Enjanyangaku		72%	46%	59%				
	Alionyanya		67%	43%	55%				
	Iyigobu		67%	55%	61%				
	Odravo		Yambura	133%	45%	89%			
			Aupi Apo	78%	41%	59%			
Oriba			78%	59%	68%				
Apo	Kisimua		61%	52%	57%				
	Modicha		67%	53%	60%				
	Fatah		67%	46%	56%				
	Omba		72%	45%	59%				
	Gimara		Maduga north	61%	43%	52%			
		Maduga south	67%	42%	55%				
Liwa North		56%	32%	44%					
Lionga north		78%	45%	62%					
Lionga south		67%	40%	53%					
Odonga Central		72%	52%	62%					
Indilinga West		72%	39%	55%					
Drabiju		83%	41%	62%					
Moyo	Aliba	Mbale south	67%	44%	55%				
		Abiriamajo	67%	60%	63%				
		TOTAL	77%	50%	64%				







