



**West Nile Development Initiative  
(WENDI)**  
*Transforming Livelihoods*

# WENDI Annual Report 2013

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## ACRONYMS

AFARD	=	Agency for Accelerated Regional Development
AFRISA	=	Africa Institute for Strategic Animal Resources Services and 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
DLG	=	District Local Government
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
SMC	=	Safe Male Circumcision
UGX	=	Uganda Shillings
VCT	=	Voluntary Counseling and Testing
VV	=	Village Volunteers
WENDI	=	West Nile Development Initiative

## TABLE OF CONTENTS

ACRONYMS .....	2
LIST OF TABLES .....	4
LIST OF FIGURES .....	4
1.0 INTRODUCTION .....	5
2.0 COMPLEMENTARY ACTIVITIES.....	6
3.0 THEMATIC PERFORMANCE.....	8
3.2 Economic Security .....	10
3.3 Health Security .....	12
3.4 Education Security.....	14
3.5 Good governance.....	16
3.6 Institutional Development .....	17
3.7 AFARD Sustainability .....	20
4.0 FINANCIAL PERFORMANCE .....	21
4.1 Income statement.....	21
4.2 Expenditure statement .....	21
4.3 Restricted Funds.....	21
5.0 ACHIEVEMENT OF OUTCOMES .....	23
5.2 Asset poverty status.....	24
6.0 A SNAPSHOT OF WENDI 2014-15.....	25
7.0 CASE STUDIES.....	27
7.1 Life has never been the same for Kadija: A case study filed by Julie Flavia .....	27
7.2 Farming as a business: From simple peasantry to commercialized farming - Filed by Akuma Justine .	28
7.3 Livestock Farming as a Business: A Follow-up Case of Mr. Taban Juma - By Leonard Asiko.....	29
7.4 Youth Engagement in Farming for Food Security: Why Byelaws Matter - By Julie Vuni Flavia.....	30
7.5 Farming for Wealth Creation: A Young Entrepreneur Success Story - By Julie Flavia Vuni .....	31
7.6 Group loan scheme growing businesses: A Case of Alia Benard - Filed by Akuma Justine.....	32
7.7 Community Investing in Education: A Case of Aliodranysu WENDI group -By Julie Flavia Vuni.....	33
7.8 Vocational Skilling for Wealth Creation: AFARD's Youth Training Experience - Dr. Alfred Lakwo.....	34
7.9 Investing for Financial Sustainability: A Case of Aupi Apo -By Asiku Leonard .....	37

## List of Tables

Table 1:	Outputs achieved under food security .....	9
Table 2:	Achievement of outputs under economic security.....	11
Table 3:	Achievement of outputs under Health Security .....	12
Table 4:	Achievement of outputs under Education Security.....	15
Table 5:	Achievement of outputs under Good Governance.....	16
Table 6:	Achievement of outputs under Institutional Development .....	18
Table 7:	Achievement of outputs under AFARD sustainability .....	20
Table 8:	Operational performance of business wing .....	20
Table 9:	WENDI programme income status.....	21
Table 10:	WENDI programme expenditure status .....	21

## List of Figures

Figure 1:	Food Security status (%) in BoM households.....	10
Figure 2:	Safe sanitation and hygiene facilities in BoM households.....	13
Figure 3:	Malarial case rate and medical cost in BoM households.....	14
Figure 4:	BoM participation in and BO benefiting from LLGs.....	16
Figure 5:	LLG performance in food and nutrition security mainstreaming .....	17
Figure 6:	Results of Participatory Capacity Assessment of BOs .....	19
Figure 7:	BOs engaged in best practices .....	19
Figure 8:	Achievement of home model standards.....	23

## 1.0 INTRODUCTION

The West Nile region is located in northern Uganda. It has 8 District Local Governments (DLGs): Nebbi, Zombo, Arua, Koboko, Maracha, Yumbe, Moyo and Adjumani and more than 3 million people who are predominantly (90%) rural and much poorer than the rest of the people in Uganda. Five in ten people, as compared to only three nationally, live below the national poverty line. Only 59% of adults are literate as compared to 71% nationally. The people also die younger at 46 years as compared to 54 years nationally. Much of these disparities as well as other livelihood quality indicators not mentioned here, can be explained by the 27 years of turbulent history (1979 – 2006) and the long distance to Kampala; the political, administrative and economic centre.

The West Nile Development Initiative (WENDI), a 7-year integrated area-based development programme funded by gorta and Irish Aid and implemented by AFARD aims at 'contributing, by 2015, to building a West Nile society in which 82 BOs with 10,828 households and 73,958 people in the districts of Nebbi, Zombo, Arua, Yumbe and Moyo are prosperous, healthy and informed, particularly by empowering rural marginalized communities to transform their energies for the attainment of secure and self-sustaining livelihoods'.

### Box 1: WENDI Intervention Focus

WENDI envisions active citizens' households and organizations that are 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- Descent homes, 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 - 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.

### WENDI 2013 FOCUS

Since the launching of WENDI in April 2009, key mark stones included successful mobilization in year 1, significant achievements in food and health security in year 2, introducing beneficiaries to the market and asset accumulation in year 3 and 4. This period also saw AFARD's engagement with universities (Makerere) and research institutions (ABI ZARDI and Serere) in order to add value to address emerging constraints in the soybean and simsim production, livestock management and soil fertility enhancement. In addition, BoMs were introduced to combination prevention of HIV/AIDS and citizenship building.

Year 5 (2013), was about the consolidation of gains and laying a firmer ground for the sustainability of BOs and AFARD itself. The programme was therefore keen to see that BO members use resources (materials and skills) already at their disposal to ensure sustained food production, basic health and hygiene, and supporting education of children. At the BO level, there was a shift into embracing a business development approach (in production, education, partnership, etc) whereby BOs were challenged to start engaging in viable and sustainable business ventures. This shift required BOs to be organizationally strong by having effective attitudes and prudent finance, governance and management systems. Due consideration was given to environment conservation, HIV/AIDS prevention, and gender issues.

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## 2.0 COMPLEMENTARY ACTIVITIES

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### 2.1 Staff review meetings:

Quarterly, regional staff meetings were held to plan and review performance. These meetings helped to account to stakeholders and to learn lessons for improvement in the next implementation period.

### 2.2 Animators training at Baraka College:

In the year, 4 students (2 males and 2 females) graduated with a certificate in sustainable agriculture from Baraka College. Equally, 5 new students were admitted for the same course. Of these new entrants, 3 students are benefiting from Baraka College scholarships and 2 are funded by WENDI programme. The BOs from where the new students were selected supported the students with some money for upkeep.

### 2.3: Piloting of Functional Adult Literacy:

Through the effort of Justice Anglin Flavia Senoga (a board member), functional adult literacy classes were initiated in Nyapea and Alwi sub counties. The more than 300 learners will graduate on January 9, 2014. Important to note is that the training has improved women's functional literacy and enhanced their entry into leadership position. Some are now able to read their BO records and task their leaders on inconsistencies (thus the call for replication in 2014).

### 2.4 Staff training of in documentation:

AFARD managers and Field Officers benefitted from the training organized by gorta Uganda. The hands-on training, held in Nebbi, was attended by officers from other organizations supported by gorta in Uganda. The result for AFARD has been the ability of the Programmes Manager to develop 2 short video clips for quarters 2 and 3 reports. Additional training to improve on his performance and a professional editing software is required.

### 2.5 Business Wing development:

Efforts to strengthen the business wing included the installation of 50KvA transformer to serve the seed cleaning plant. SNV hired a consulting firm (EASE-AGR) to help the business wing review its business plan and do a cost analysis of the various ventures it was involved in. Discussions were also initiated with Small Solutions Technology for solar business. The snag has been that the counterpart funding for the grain cleaning plant from BUDS/PSDF has to date not been effected.

### 2.6 Joint LLG/AFARD Screening of BOs:

In line with WENDI operational guidelines, the exit process of the programme required BOs to undertake a central stage in building own sustainability after 4 years of solid support: BO governance, finance, and engagement with local governments. Evidences from false data filed by a number of BO leaders led to a district network meeting resolution that BO performance be assessed and graded. The assessment teams therefore composed of AFARD staff and LLG political and technical officials. It emerged that: (i) 38 BOs met the minimum standards and would continue in WENDI uninterrupted; (ii) 34 average BOs were tasked to correct anomalies while on suspension; and (iii) 8 BOs were dismal performers, unable to recover and were expelled from the programme. The expelled BOs (Mungujakisa, Nyaravur, Papoga, Pongo, Adhingi, Ombeniva, Oyu, and Ndara) were mismanaged by their leaders and in some cases in collusion of the members.

### 2.7 District network meetings:

These meetings were carried quarterly and were attended by District /Lower Local Government and technical officials, BO leaders and AFARD staffs. Majorly discussed were programme performance, challenges, sustainability, and collaboration issues. Through such meetings BO screening was conducted, local governments committed to supporting BOs to grow into model development institutions as well as to engage BoMs in planning processes.

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## 2.8 Board of Directors' meetings:

In the year, 2 BoDs meetings were held and 4 Board Committee meetings (for Finance, Administration and Resource Mobilization committee and Programme Committee) were held. Members of the Board also conducted a field visit to gain insights into programme performance and to listen to the voices of stakeholders.

## 2.9 Financial Review/training:

The finance team from gorta comprising of M. Jennifer, J. Cammack, C. Malachy, and D.O. Ojara conducted a financial review of AFARD and areas that could be improved upon were identified and discussed with both management staff and board members. The review was immediately followed by a 1-week capacity building training in Kampala for AFARD Finance and Administration Manager and Business Development Manager. We await their report.

## 2.10 Interim Programme Evaluation:

WENDI programme was evaluated by a team of 2 external evaluators (Sean, C. and Martin, J.C) sent by gorta. The strengths and gaps in the programme were discussed with management team. We await their report.

## 2.11 Graduation of AFRISA trainees:

In the year, AFRISA trained 47 paravets in basic animal health services and livestock as a business. The trainees were eventually graduated in a ceremony that took place in Mayor's Garden in Nebbi Town. The uniqueness of this training was that it graduated not only skilled youths but those with livestock businesses providing them with employment, income, and wealth creation. Representatives from Makerere University, Gulu University, and Soroti University and Ministry of Education and Sports attended the graduation. The retired Archbishop of Church of Uganda, H.L Orombi represented the Board of Directors.

## 2.12 Gorta Programme Staff Visit:

In the year, WENDI programme was visited by gorta staffs from communications and programme (Sean Gaule, Jenny Coyne, Lorenza Quadrini and Ojara David). The team had on-field experience with BO members in Arua and Yumbe districts.

## 2.13 Collaboration:

To deepen our networking, AFARD teamed up with SNV and CEGED to develop a joint proposal for vocational skills training for youths. We also supported JOYODI's proposal to CSF funding. Besides, we collaborated with Total E&P Uganda to undertake HIV/AIDS work in Pakwach Town Council.

## 3.0 THEMATIC PERFORMANCE

In 2013, WENDI programme set to achieve the following changes in order to build on and reinforce the gains made in the previous four years of sustained effort. At the broader level, WENDI was to achieve the following changes in 2013:

- 95% of the households eat 3 balanced meals a day including vegetables and fruits;
- 60% of BoM households use energy saving stoves while 412 households in highly degraded villages planted at least 50 trees each and 3,000 households in medium degraded areas planted at least 5 fruit trees;
- 60% of the households have ≥UGX 1 million cash savings and diversified assets base;
- 95% access safe water, 100% BOs have sanitation and hygiene by-laws; and morbidity rates of malaria reduced to 5%;
- 95% of BOM household population know their HIV status and 1,000 PLWA and OVCs are supported to live positively and remain in school respectively;
- 85% of women 19-45 years attend antenatal care, deliver in health facilities, and breastfeed for at least 2 years;
- 100% gross enrolment rate and 95% retention rate of BoM school age children (with gender parity) and vocational skills training in carpentry, tailoring and bakery provided for 100 youths for self-employment;
- 85% of BoMs participate in LLG planning and budgeting processes and at least 20 BOs received project support from their LLGs from the current 9 BOs;
- In BO performance: 65% have UGX 25 million; 90% have prudent financial management; 75% have transparent leadership; and 85% have reached take-off stage;
- WENDI programme results are documented by at least 2 video documentary and 2 daily newspaper pull-outs production;
- AFARD has a net cumulative value of UGX 500 million for project co-funding; and

- Improved gorta's visibility in West Nile region.

The achievements in the year are presented below by theme.

### 3.1 Food security

#### Critical gaps

The critical gaps that needed addressing in 2013 included: inadequacy of family labor to fully utilize the abundant and relatively fertile land; gendered feeding practices and the slow uptake of diet diversification especially of green vegetables that are looked at as a 'poor man's food' and fruits; the persistently high mortality in chickens and goats; and the glaring vegetation degradation as farming for food and cash intensify in some BOs.

#### Actions to address the gaps

WENDI programme intervened by, among other actions: Piloting a tractor hire service system with 2 tractors placed in Nebbi and Yumbe district; nutrition education and the introduction of bio-fortified sweet potato; working together with an environment leaning local NGO (Awake Development Initiative) to pilot the growing of fruit/trees as a lasting solution to vitamin C related dietary deficiencies and environment degradation; piloting rain water harvesting for vegetable gardening; collaborating with AFRISA to train local dedicated paravets to provide accessible first line veterinary extension/treatment targeting chickens and goats; and a fruitful linkage was also established with a government adaptive research institution (ABI ZARDI) to address the problem of declining soil fertility.

Table 1: Outputs achieved under food security

Planned outputs	Target 2013	Actual	Success rate	Remarks	Outreach			
					BO	Male	Female	Total
3.1 Food security								
<u>Output 1.1:</u> Provide agro inputs	120,000	-						
Soya beans (Kgs)	6,500	-		BOs had enough seeds that they carried over from 2012				
Simsim (Kgs)	321	-						
Diathane (Kgs)	643	-						
Dimethoate (Ltrs)	3,124	-						
Malathian dust (Kgs)		-						
Orange sweet potato vines (Bags)	200	200	100%	4 varieties of vines were procured for multiplication in 6 BOs and on AFARD farm.	6			
<u>Output 1.2:</u> Provide livestock	1,500	1,055	70%	The 30% will be procured after refund from Awali the contractor	5	493	562	1,055
<u>Output 1.3:</u> Conduct trainings in agronomic skills	156	152	97%	2BOs were expelled (OATC and Panyimur)		606	903	1,509
<u>Output 1.4:</u> Conduct trainings in livestock management skills	77	77	100%	Livestock specialist used paravets to reach out to BOs	77	1,761	1,071	2,832
<u>Output 1.5:</u> Conserve the environment								
Provide fruit tree seedlings	15,000	14,728	99%	All seedlings were delivered in Q2 and 3	5	242	113	355
Set up community nurseries	5	5	100%	All 5 tree nurseries in the region are active; planted seedlings are cared for; potted plants that are not planted awaits planting during first rains of 2014	5	170	186	356
Pilot rainwater harvesting	1	1	100%	Liwa completed 1 water reservoir that will be filled with water for dry season vegetable growing (seedlings are almost ready for transplanting)	1	46	54	100
Undertake NRM in Orlando	1	1	100%	Over 5,000 fruit/tree seedlings are being maintained for planting in 2014	1	20	23	43
<u>Output 3.1:</u> Conduct nutrition education	80	79	99%	Focuses on green vegetables and fruits as key to balanced diet	79	1,022	1,392	2,414
<u>Output 3.2:</u> Produce nutrition education posters	6,000	11,000	183%	Publisher offered good price	79			

## Results under Food Security

Important to note is that food security situation has remained stable in households participating in WENDI programme since 2009 when the first start-up support was provided. This stability emanates from the quick maturing, disease resistant, sweet cassava that has been named nyagorta (daughter of Gorta) in many communities. Unlike the traditional bitter varieties that mature in 2 years, nyagorta is ready in 6 months. Nyagorta has also spread beyond WENDI programme villages and a market in the Democratic Republic of Congo has been named nyagota signifying the adoption of the sweet cassava in the diet of the locals.

The MRAL tool (see Figure 1) found out that: food is available (94% had food all year round); food is adequate (99% eat at least 3 meals a day); food is shared equitably (98% eat as a family); and food is diversified (92% eat vegetables and fruits). Meanwhile, the average number of livestock was 13 chickens (up from only 8 chickens in 2012) and 8 goats. From field visits, limitation in land sizes is the key driver of households selling off extra goats. The increase in livestock numbers can be attributed to: immunization against Newcastle disease, programmed hatching and supplementary feeding in chickens; and disease control in goats. Meanwhile, there is a rising livestock-for-livestock (i.e., goats for cow) exchanges that is also helping many farmers with small land sizes to increase their asset worth by disposing off extra goats.

## 3.2 Economic Security

### Critical gaps

WENDI has registered demonstrable results in all thematic areas except under income security where BOs and BoMs continued to have low income and asset wealth. The main drawbacks included the slow adoption of farming as a business under P4MA, mismanagement of loan funds in some BOs leading to high default rate, the unstable market prices for soybeans under the monopoly market controlled by few big buyers, and the deep rooted charity mentality among BOs and even some AFARD and LLG staff. Gender mainstreaming was also misconstrued by some male members as an infringement on the domain of the males.

### Actions to address the gaps

Actions taken was the completing of the warehouse in Nebbi (seed cleaning plant still not installed as PSFU requires AFARD to pay €6,101 emanating from exchange rate variations), training members in bulk marketing and stores management so that members could reap the benefits of economies of scale, supporting BOs to engage in viable businesses; linking BOs to court bailiffs to hasten loan recovery loans. Exchange visits were conducted both for inter-BO learning (BO-to-BO exchange) and outside WENDI programme to Gulu, Lira and Pallisa to widen knowledge of collective enterprise management, income diversification, community-led loan recovery, produce bulking and value addition.

Figure 1: Food Security status (%) in BoM households

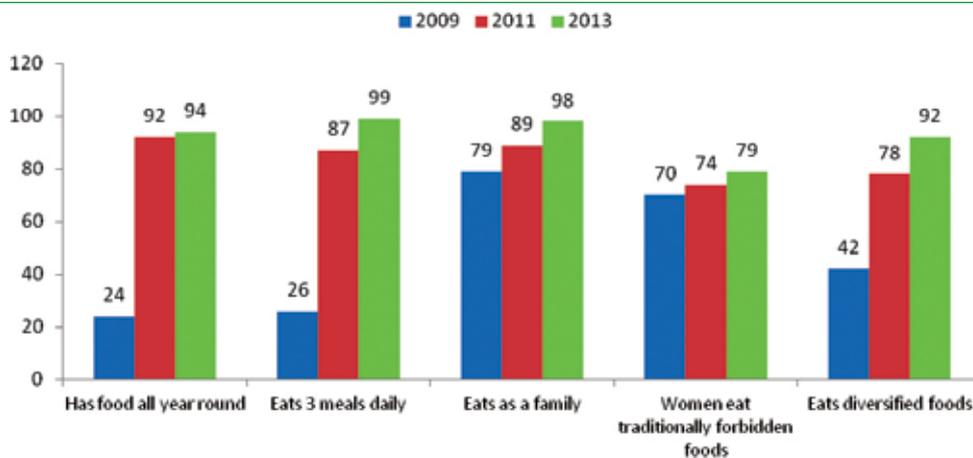


Table 2: Achievement of outputs under economic security

Planned outputs	Target 2013	Actual	Success rate	Remarks	Outreach			
					BO	Male	Female	Total
<u>Output 1.1:</u> Provide agro inputs Tractors with ploughs	2	2	100%					
<u>Output 2.1:</u> Complete warehouse & grain plant in Nebbi  Procure digital weighing scales	1  80	  42	  53%	Electricity connection to the grid completed; Grain plant installation awaits counterpart funding by PSFU  Only BOs with simsim/soya benefitted	  42			
<u>Output 2.2:</u> Train in Bulk marketing & stores management skills	156	117	75%	Suspended/expelled BOs did not participate in second round of training	79	1,527	2,218	3,745
<u>Output 2.3:</u> Conduct exchange visits	15	5	33%	BoMs were selected and supported collectively.	27	152	150	302
<u>Output 5.1:</u> Extend court bailiff services in credit recovery	80	5	6%	Poor loan records especially lack of signed commitment by defaulters has slowed down process of prosecution	5			

### Results under economic security

From the above, a number of results were recorded in the year, namely:

- **BOs have funds for own development.** With the BO screening, the average “true” income per BO declined from an average of UGX 19.1M to UGX 17.4M. Of the UGX 645M that the BOs had excluding 35M in doubtful debt, 15% was held in cash, 32% was being kept in the bank, and 53% was loaned out to members.
- **Business culture and livelihood diversification is taking root.** Access to finance has improved household engagement in income generating activities. Overall, 52% reported investing in farming as a business (production and marketing) and 52% were involved in other businesses that range from trade in food stuffs, livestock, fish, butchery, papyrus mats to general merchandize.
- **Businesses are boosting food security and savings.** BoMs also noted that with improved incomes they are able to improve their general welfare. On average, a BoM spends UGX 33,000 per week on buying food- a figure that is twice the national average of UGX 17,000. This presents a change from the past when food consumed in households were almost exclusively obtained from the garden. Besides, extra income (and avoidance of conspicuous consumption) has improved on cash savings level to an average of UGX 623,000 per BoM. This has boosted household economic security as this augments savings in form of tangible assets like livestock and households wares.
- **Businesses are generating employment and tax revenues.** The MRAL tool also showed that BO and BoM enterprises employed 1,172 people who earned an average of UGX 590,000 (still above the national average wage rate in the informal sector of UGX 140,000). In addition, the businesses also paid taxes totaling to UGX 36.5M (in November alone).

- **Trading centers are mushrooming.** The rise in economic activities has also given rise to local trading centers/ markets in areas where WENDI programme is operational. This trend is however notable in Yumbe district than in other areas. Such famous emerging trading centres include Obama in Aliodranysusi, Aliamu, Oriba, Odokibo Toplife, Murutulu in Iyigobu.

### 3.3 Health Security

#### Critical Gaps

At the end of 2012, 5 BOs lacked access to safe water; lack of sanitation facilities in neighboring villages had direct spillover effect in WENDI villages as evidenced by cholera outbreaks in Akworo and Panyimur; and HIV/AIDS continued to be a threat that needed constant vigilance.

#### Actions to address the gaps

In the year, additional boreholes were drilled in water scarce BOs, the Facility Management

Committees were trained and the water sources were officially commissioned by local government officials. Community dialogues were also held in all villages aimed at formulating community sanitation byelaws and some lower local governments have already passed theirs. Meanwhile seasoned Post Test clubs continued to engage in HIV counseling and testing as well provision of condoms

Table 3: Achievement of outputs under Health Security

Planned outputs	Target 2013	Actual	Success rate	Remarks	Outreach			
					BO	Male	Female	Total
<u>Output 6.1:</u> Drill boreholes in water scarce areas.	17	17	100%		17			
<u>Output 6.2:</u> Supervision and FMC training by District Water Engineers	17	17	100%		17			
<u>Output 6.3:</u> Political commissioning of boreholes	17	15	88%	Lodonga and Kubbi were not commissioned due to delayed completion	15			
<u>Output 7.1:</u> Conduct community dialogue on sanitation by-law	80	79	100%	3 LLGs have already passed the byelaws	79	760	1,508	2,268
<u>Output 8.1:</u> Support mobile VCT services.	120	196	163%	Testing centers had adequate testing kits and staff time.	80	1,635	1,855	3,490
<u>Output 8.2:</u> Distribute condoms from the district	15,000	2,300	17%	All DMOs had condom stock outs.	1			
<u>Output 8.3</u> –Train parents on gender based violence	100	94	94%	Done in Dei and JOYODI	2	46	48	94

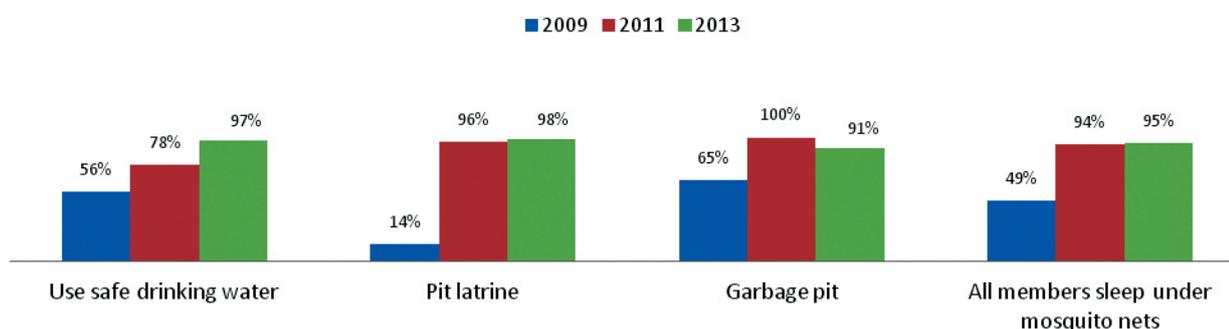
Planned outputs	Target 2013	Actual	Success rate	Remarks	Outreach			
					BO	Male	Female	Total
Output 8.4 -Hold awareness seminars	20	20	100%	Done in Dei and JOYODI	2	328	273	601
Output 8.5-Hold drama shows	12	12	100%	Done in Dei and JOYODI	2	298	318	616
Output 8.6-Stage video shows	12	12	100%	Done JOYODI	1	298	318	633
Output 8.7-Support VVs for peer-to-peer education	9.120	7,565	84%	Unforeseen events including death affected achievement of outputs.	1	3910	3716	7626
Output 9.1: Support PTC counseling sessions.	12	18	100%	Done in Dei and JOYODI PTCs	2	185	284	469
-Support PTC to conduct home to home visits	100	152	152%	Dei and JOYODI PTC members visited more non-members in order to promote positive living	2	560	811	1,371

## Results under Health Security

The following results were achieved in the year:

- Improved safe water and sanitation chain management:** The use of safe water and sanitation facilities as figure 2 below shows continued to improve over the years. Now only BOs with scattered BoM settlement patterns have limited access to safe water points. Sandy soils and heavy rains also hampered comprehensive pit latrine and garbage pit construction. Meanwhile, the high retail price for mosquito nets and the handout mentality is making 5% of the population not to use mosquito nets.

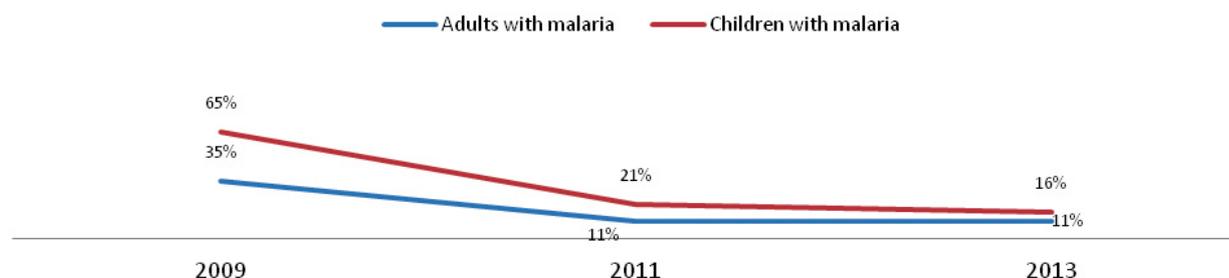
Figure 2: Safe sanitation and hygiene facilities in BoM households



- Reduction of malarial case rate and increase in medical cost:** Malaria remains a predominant cause of morbidity and mortality in the region. However, the increased health education together with the promotion of mosquito net use as well as the access to anti-malarial drugs (under government village outreach programme), malarial case rates reduced dramatically among both adults and children (see figure 3 below). Equally, medical cost

continued to decline over the year from an average of UGX 16,000 in 2009 to UGX 13,000 per household per month in 2013.

**Figure 3: Malarial case rate and medical cost in BoM households**



- **Increased awareness and HIV testing:** In the year, the youth too tested for HIV together with other household members contrary to the past when only registered BoMs tested their HIV status. Overall, 7,012 people were tested. Besides, the home based counseling conducted by PTCs promoted positive living among PLWA.
- **JOYODI won CSF funding:** Through a protracted open bid competition, JOYODI a youth-friendly BO won CSF funding for expansion of its HIV/AIDS prevention activities in Panyango sub county.

### 3.4 Education Security

#### Critical gaps

The positive responses from many BoMs towards education met with a number of drawback in 2012, namely: Community schools without structures had children studying under trees during dry seasons; High dropout rates in pre/primary schools due to, among other reasons, late enrolment and insufficient support from parents and teachers; lack of awareness of the laws protecting the rights of children leading to child abuse; and high youths unemployed rate continued to fuel substance abuse and violence.

#### Actions to address the gaps

In the year, during all field visits, AFARD staffs and board members emphasize education as key to future development of the BO villages; Classroom structures were built in a few selected villages; Community education byelaws was formulated (awaiting LLG approvals); Refresher training was conducted for education committees on their roles and teachers on guidance and counseling of children; FAL classes were piloted in 5 BOs; and vocational skills training was conducted for youths in accredited institutions.

The increased health education together with the promotion of mosquito net use as well as the access to anti-malarial drugs (under government village outreach programme), malarial case rates reduced dramatically

Table 4: Achievement of outputs under Education Security

Planned outputs	Target 2013	Actual	Success rate	Remarks	Outreach			
					BO	Male	Female	Total
<u>Output 10.1:</u> Construct & furnish Classrooms								
Nursery schools	3	3	100%		3			
Primary schools	2	2	100%		2			
VIP latrines	4	4	100%		4			
<u>Output 10.2:</u> Train parents on children's rights	80	80	100%		80	1,135	1,439	2,574
<u>Output 10.3:</u> Refresher training for senior women teachers + head teachers on guidance and counseling	25	25	100%		25	180	325	505
<u>Output 11.1:</u> Conduct community dialogue on education by-laws	75	75	100%		75	1,061	1,380	2,393
<u>Output 11.2:</u> Conduct refresher training for education committees	80	80	100%		80	1,285	1,639	2,924
<u>Output 12.1:</u> Identify and place youths in vocational schools	100	70	70%	The budget could only accommodate 70 girls				
Tailoring (6 months)					30	-	70	70
Bakery (3 months)								

### Results under Education security

Under education security, WENDI programme continued to improve on the long term development focus through strengthening community support for education as well as building skills among the youths for self-employment and wealth creation. Below are some of the achievements:

- **Parents now place a high premium on education of their children.** The education byelaw that is operational in some BOs has formalized efforts to maximize enrollment of children of school going age and minimize unwarranted drop outs. Gross enrolment for children 3-25 years surged to 84% up from 68% in 2012 and 65% in 2011.
- **Community Education Fund (CEF) continued to spread from 6 BOs in 2009 to now 25 BOs** benefiting more than 70 students in secondary and post-secondary education levels, e.g. Maduga is sponsoring a student in a nursing school, Kisimua in National Teachers College, Aupi Apo in a technical school, Oriba in Arapai agricultural college. CEF has witnessed 3 girls in Murusi axis join secondary education- first of its kind in the history of the parish.
- **Dei Post Test Club is exhibiting a model of excellence in nursery education** provided on a market-led approach with quality assurance. Parents in all the constructed nursery schools are paying fair market rates able to pay teachers' salaries and procure learning aids. The schools are also providing school feeding.

- The 70 girls who completed vocational training in bakery and tailoring have so far established themselves in their various trades. 18 were followed up and they reported a marked improvement in their quality of life: self-employment, own income and ability to access better food, medical care, and save for the future. See case study 6.8 for more insights.

### 3.5 Good governance

#### Critical gaps

WENDI programme complements government mandatory efforts of service delivery to the citizens. However, the demand for services by BoMs and supply of services by LLG officials remain weak to the advantage that many programme outreach villages hardly benefit from LLG decentralized budgets. This was a gap to be addressed in 2013.

#### Actions to address the gaps

Programme staffs encouraged BoMs to participate in the local government planning processes. Trainings were conducted for key decision makers. During district network meetings BO leaders were also provided opportunities to lobby their LLG leaders for services.

Table 5: Achievement of outputs under Good Governance

Planned outputs	Target 2013	Actual	Success rate	Remarks	Outreach			
					BO	Male	Female	Total
Output 13.1: Train Local government leaders in Participatory planning	25	23	92%		23	342	233	575

#### Results under Good governance

Figure 4 and figure 5 below shows the main achievements in the year at BoM, BO and LLG levels with respect to civic engagements, fair resource sharing, and priority attention in LLG funding to food and nutrition security (FNS).

Figure 4: BoM participation in and BO benefiting from LLGs

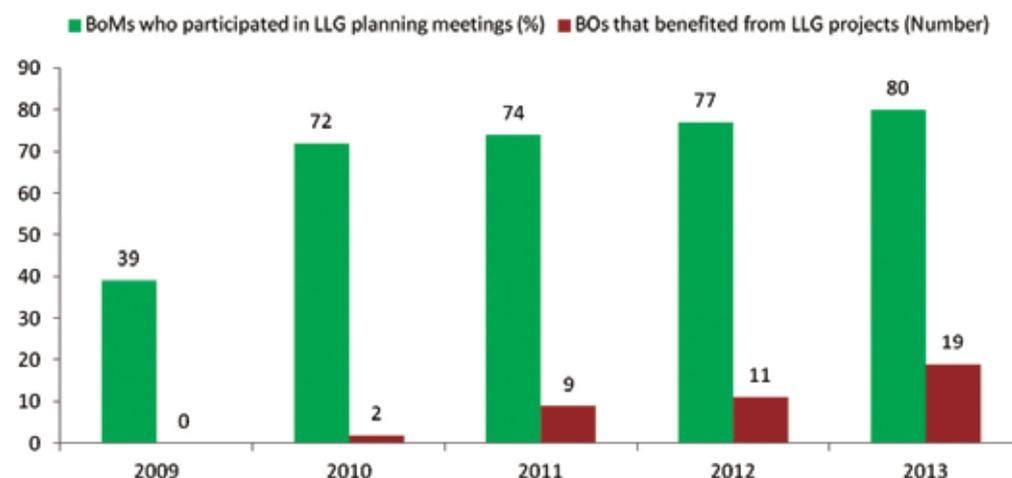
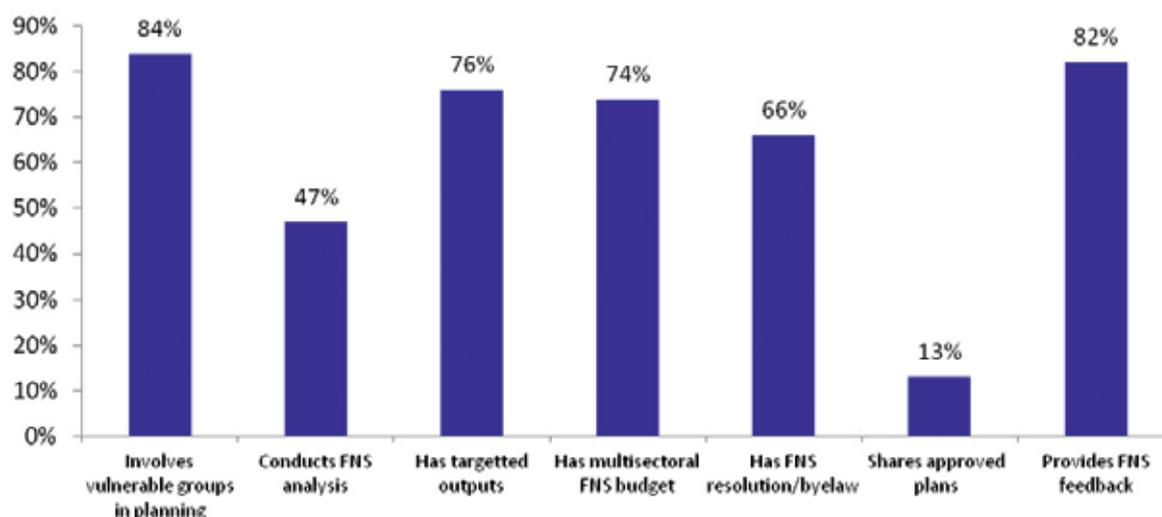


Figure 5: LLG performance in food and nutrition security mainstreaming



Evident from the figures above are: There is increasing BoM engagement with LLGs in demanding for services that has also overtime led to an increasing number of BOs benefiting from decentralized projects such as NAADS, NUSAF and CDD. These co-support augers well for the sustainability of the BOs after 2015. Besides, the support provided to LLG leaders both by WENDI programme and FAO led to improvement in food and nutrition security budget that rose from 29% in 2010 to 38% in 2012 financial year. A number of BOs also adopted innovative approaches to secure FNS, namely:

- Byelaw against idle youths and drunkenness by women in Odravu;
- Affirmative targeting of women (75%) with NAADS funding in Ariwa;
- Enforcement of sanitation and hygiene among food vendors in Kochi; and
- Tendering of enforcement of the byelaw stray on animal in Drajini to ensure availability of cassava stocks.

### 3.6 Institutional Development

#### Critical gaps

At the end of 2012, it was noted that many BOs were charity minded, without leaders capable of instilling self-reliance mentality and steering the groups to financial sustainability. And , the money already generated by the BOs appeared huge simply because the BOs did not have investment plans. This called for a continued shift in BoM and leaders' mindset away from charity into market led development.

#### Actions to address the gaps

The programme invested in encouraging BOs to set up and run at least one viable business enterprise. BoMs were also trained on prudent and transparent financial management and reporting, gender and HIV/AIDS mainstreaming. Periodic monitoring were conducted by LLG leaders, management staffs, FOs, and AFARD Board members. FAL was piloted in 5 BOs. Finally, BO Screening was conducted.

Table 6: Achievement of outputs under Institutional Development

Planned outputs	Target 2013	Actual	Success rate	Remarks	Outreach			
					BO	Male	Female	Total
Output 15.2: Train in financial management	80	80	100%		80	620	811	1,431
Output 15.2: Train in implementation monitoring & reporting skills	80	80	100%		80	801	737	1,538
Output 15.3: Train in HIV/AIDS issues	164	160	98%	Training was done on PMTCT with special focus on option B+ and nutritional care for PHAs	80	2,726	3,262	5,989
Output 15.4: Train in gender issues	164	160	98%	Key issue was the ownership and utilization of land by women	80	1,918	2,445	4,363
Output 15.5: Hold monthly BO performance and accounting meetings Exec Committee meetings Functional Committee meetings General meetings	984 4,920 984			Data not submitted by BOs for 3 quarters because of the shakeup/ vetting				
Output 16.3: Periodic management monitoring visits	84	120	150%		80			
Output 16.5: Conduct quarterly district network review meetings	25	25	100%	Held in all (5) LGs	80	564	274	838
Output 16.6: Hold quarterly BO review meetings	328	278	100%	Expelled and suspended BOs missed out in the last quarters	80	2,941	4,227	7,168

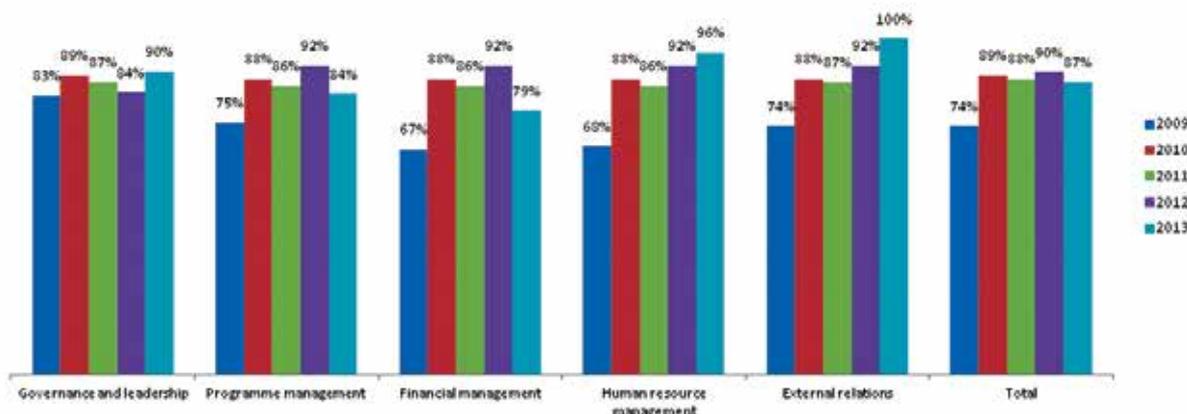
### Results under Institutional Development

The shift in BO growth and development strategy from social development to financial sustainability and being able to champion local development needs of members witnessed some capacity limitation. It also led to some hard decisions to be taken to ensure that WENDI programme works with “anti-poverty fighters who cherish self-reliance” than “handout expectant lots.” Evidently:

- Many BOs have initiated changes in leadership even where the old leaders were virtually immovable. Women in leadership positions increased from 33% in 2012 to 42%. Many of the new leaders collaborated well with LLGs especially in Paidha, Kango, and Rhinocamp to report frauds and they called for audits of their financial statements.
- The BO screening exercise saw 8 fraud-ridden BOs terminated from WENDI programme and LLG tasked to help redeem 34 BOs performing below standards.

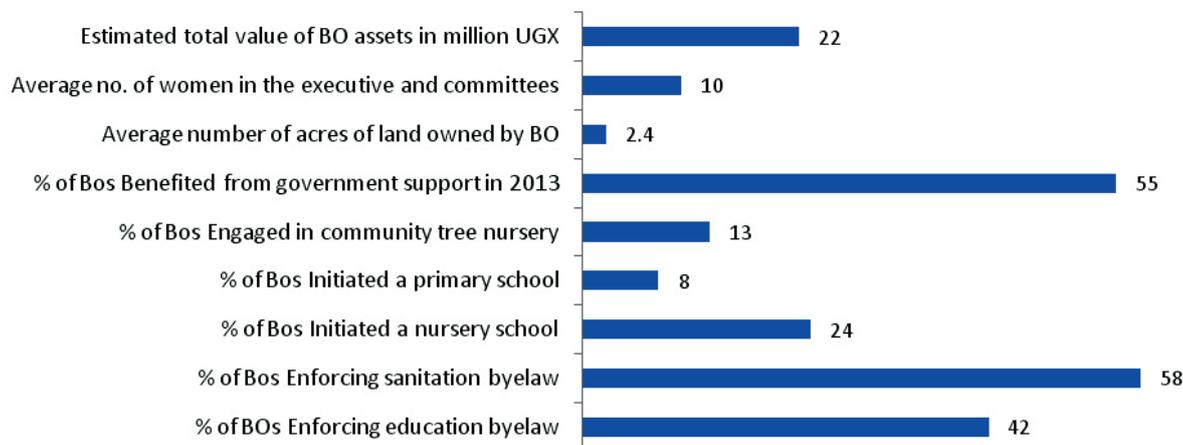
- The Participatory Organizational Capacity Assessment Tool administered at the end of the year showed that overall, the BOs have made gains over their organizational capacity of 2009 which gains they have maintained. The Achille's heel remains the poor management of loan schemes and the lukewarm acquisition of productive assets that can bolster their chances of sustainability

Figure 6: Results of Participatory Capacity Assessment of BOs



- At BO level, incomes declined from UGX 19.1M to UGX 17.4M. However, income diversification initiatives increased. In the year, 32 BO (86%) planted cash crops on a total acreage of 171 acres (of which 93 acres have been bought by the BOs and the rest hired). Besides, 16 BOs (43%) were engaged in other income generating activities.
- Other indicators that BOs are taking their future seriously include some of the best practices depicted in figure 7 below.

Figure 7: BOs engaged in best practices



### 3.7 AFARD Sustainability

#### Critical gaps

AFARD continued to rely majorly on gorta (and donor) funding. The initiative to introduce the business wing under P4MA was slow in generating income. Yet there was limited capital to invest in the land already acquired and also in other business opportunities.

#### Actions to address the gaps

At AFARD level, we continued to engage in P4MA (with a focus on simsim trade). In addition, we invested in AFARD farmlands. At the human resource level a number of in-house (and network) training opportunities were exploited.

Table 7: Achievement of outputs under AFARD sustainability

Planned outputs	Target 2013	Actual	Success rate	Remarks
<u>Output 16.1:</u> Procure equipment Motorcycles	2	2	100%	
<u>Output 16.2:</u> Exchange visit to India.	1	1	100%	
<u>Output 16.7:</u> Periodic performance report production	1,472	1,104	75%	Annual report yet to be produced
<u>Output 16.8:</u> Hold Board meetings	2	2	100%	
<u>Output 16.9:</u> Plan for 2014.	1	1	100%	
<u>Output 16.10:</u> Evaluation of smallholder projects	1			Carried forward to 2014
<u>Output 16.11:</u> Provide administrative support	12	12	100%	
<u>Output 17.1:</u> Finalize and furnish office	1	-		Structure for first floor decked with local funds
<u>Output 17.2:</u> Develop AFARD farm	1	1	100%	

#### Results under AFARD sustainability

Table 8: Operational performance of business wing

Venture	Units	Yields	Gross Income (UGX)
Poultry*	2,000 birds	490 trays	3,680,500
Sweet potatoes	1 acre	66 bags	1,452,000
Cabbages*	0.5 acres	10 bags	230,000
Tomatoes*	0.75 acres	20 basins	300,000
Egg plants*	0.25 acres	5 basins	35,000
Simsim	-	27,056Kgs	119,044,200
<b>Total</b>			<b>124,741,700</b>

\* Denotes enterprises with production spilling into 2014.

Table 8 above shows the performance of the business wing as at December 31, 2013. The poultry unit is functional and is supplying eggs to the local market. The small-scale irrigation for vegetables (4 acres) though not complete is also providing green vegetables to the local market. Simsim buying is on-going and the Yumbe and Nebbi warehouses are being used as stores. Meanwhile, the 15 acres of the latest release of brown streak resistant cassava variety is only 5 months old in the farm and will be harvested in 2014.

## 4. FINANCIAL PERFORMANCE

### 4.1 Income statement

During the year, WENDI realized 100% of its planned budget. Sources of funds during the period included funds carried forward from 2012 and disbursements for UGA/1982/10 (Support to 82 BOs in West Nile Region, Uganda and

UGA/1986/10 (Increasing West Nile Small Holder Farmers Productivity). The programme also recovered, in part, funds from Awali investments initially paid for supply of chicken.

Table 9: WENDI programme income status

Income Sources	Planned value(UGX)	Actual Value(UGX)	Variance(UGX)	Remarks
2012 AFARD c/d	578,543,377	583,143,377	(4,600,000)	100.8%
Achieved Irish Aid Disbursement	773,862,000	773,338,500	523,500	99.9%
Achieved WENDI Disbursement	2,395,643,338	2,395,643,338	-	100%
Achieved Total Income	3,748,048,715	3,752,125,215	(4,076,500)	100.1% Achieved

Note: UGX 4.6 million was recovered from Awali Investment.

### 4.2 Expenditure statement

Of the total income received (see table 9 below), 95% was spent leaving a balance of 5% as committed funds for spilled over activities into 2014. These activities include: 2013 financial audit, terminal evaluation, annual performance and 2014 plan and Budget report production, environmental conservation in Olando and Community Nursery management, and retention fees for

contractors of classroom blocks and Boreholes, among others.

### 4.3 Restricted Funds

From the outstanding balance as at December 31, 2013 UGX 168 million has been committed as is shown below.

Table 10: WENDI programme expenditure status

Conserve the environment	13,018,430
Retention fee for boreholes	9,240,698
Supervision cost for district water engineer	950,250
Construct and furnish classrooms	29,792,960
Periodic performance report production	9,200,000
2014 Plan production	9,200,000
Terminal evaluation of smallholder productivity project	30,000,000
2013 Audit	45,000,000
Completion of Strategic Plan 2014-18 Consultant's fee	15,924,850
Baraka Students Tuition funded from uncommitted fund c/f 2012 and planning 2014	3,644,106
<b>Total restricted funds</b>	<b>165,971,294</b>
Unrestricted funds	2,295,881
<b>Total bank balances</b>	<b>168,267,175</b>

Revised Budget	Actual Expenditures	Variance	Remarks		
Direct disbursement to BO	44,610,000	44,114,000	496,000		
KRA. 1:	Access to sustainable and improved agro technologies increased	629,376,000	616,002,120	13,373,880	Committed toward community tree nurseries
KRA. 2:	BOs & BO members secured better marketing margins	455,034,809 454,931,969	102,840		
KRA. 3:	Knowledge & practice of better nutrition improved	44,040,000	44,040,000	-	
KRA. 4:	Ability of BO members to engage in productive IGAs enhanced	-	-	-	
KRA. 5:	BO members enabled to save & loan themselves in a fraud free business manner	13,200,000	13,200,000	-	
KRA. 6:	Access to safe public water & sanitation facilities increased	548,210,244	538,019,296	10,190,948	Committed as retention fees for Contractors and engineers
KRA. 7:	Utilization of safe sanitation & water chain management practices increased	30,810,000	30,810,000	-	
KRA. 8:	Comprehensive knowledge & positive attitude & practices regarding HIV/AIDS improved	20,400,000	20,400,000	-	
KRA. 9:	Community care & support for PLWA & OVCs increased	-	-	-	
KRA. 10:	Educational participation of children increased	637,514,624	607,721,664	29,792,960	Committed as retention fees for Contractors
KRA. 11:	Community ability to fund education of best performing children improved	92,810,000	92,810,000	-	
KRA. 12:	Vocational skills promoted among out of school youths	112,650,000	112,650,000	-	
KRA. 13:	Women & local government leaders effectiveness to represent their constituencies improved	33,709,000	33,709,000	-	
KRA. 14:	BO participation in local governance increased	-	-	-	
KRA. 15:	BO organizational management competencies and growth improved.	145,140,000	144,415,549	724,451	
KRA. 16:	AFARD capacity to initiate, coordinate, account for and learn from development programmes improved	806,959,228	712,942,088	94,017,140	Committed towards annual report and 2014 plan production, terminal evaluation, and Audit 2013
KRA. 17:	AFARD is financially sustainable	83,445,000	83,445,000	-	
	Adjusted Budget 2013	-	-	-	
	BO Screening	24,000,000	24,000,000	-	
	Completion of Strategic Plan 2014-18-Consultant's fee	15,924,850	-	15,924,850	Committed as consultant's fee for AFARD's strategic plan development
	Baraka Students Tution funded from Uncommitted fund c/f from 2012 and planning for 2014	14,291,460	10,647,354	3,644,106	For the students transport and out of pocket for the remaining 3 Terms
	<b>TOTAL PROJECT COST</b>	<b>3,752,125,215</b>	<b>3,583,858,040</b>	<b>168,267,175</b>	
Support to 82 BO s in West Nile Region, Uganda (UGA/2018/11)	-	156,815,544			
Increasing West Nile Small Holder Farmers' Agricultural Productivity (UGA/1986/10)	-	11,451,631			
<b>TOTALS</b>	<b>3,752,125,215</b>	<b>3,752,125,215</b>	<b>168,267,175</b>	<b>-</b>	

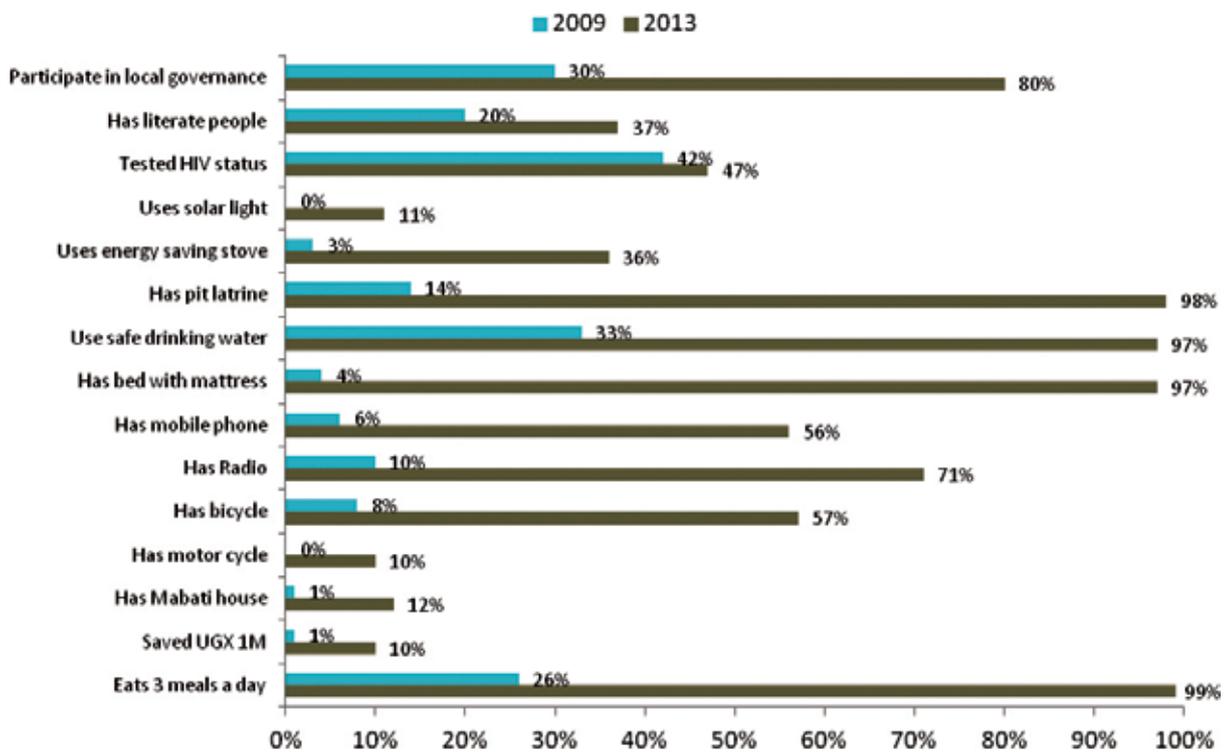
## 5. ACHIEVEMENT OF OUTCOMES

### 5.1 Achievement of model home standards

The planning of WENDI was such that in 7 years, BO members would have achieved their desired outcomes/impacts. Each year the MRAL tool is used to monitor progress towards the achievement of the outcomes. The outcome

indicators are also referred to as the Model Home Standards which each beneficiary household strives to progressively achieve. Figure 7 below presents the current status of BOs

Figure 8: Achievement of home model standards



Evident from the figure (and data contained herein the report) are:

- Food security has been largely achieved as food is available, adequate, equitably shared and is diversified.
- Access to safe water and improved sanitation has also increased with remarkable decline in malaria (and other preventable disease); a decline accompanied by a fall in medical cost.
- Many households are earning incomes with which to save, consume and invest thus the economic resilience to withstand livelihood shocks is taking root.
- Improved engagement with LLGs especially from the BoMs and BOs realization that they have a right to decentralized development budgets.

- **Women's empowerment is another aspect on the rise** many women (95% as at September 2013) are involved in decision making over vital issues in their households and ownership of assets.

## 5.2 Asset poverty status

The analysis of asset poverty status conducted in September 2013 using the international poverty

line of US\$1.25 (or UGX 3,125 – 2005 price) per person per day to live on the poverty line is summarized in Tables A and B below.

**Table A: Descriptive Statistics**

	2009-10			2013		
	Total	Percent	Mean	Total	Percent	Mean
Liquid wealth	162,696,000	27.4	21,935	232,867,500	89.7	394,691
Debt	88,481,000	13.8	11,931	94,702,000	78.1	160,511
Productive asset wealth	5,543,455,000	90.8	747,499	2,370,410,000	99.5	4,029,000
Net worth	5,617,670,000	91.8	757,507	2,507,575,000	99.0	4,263,179

**Table B: Asset poverty status**

	2009/10	2013	Difference
Monthly consumption gap	67.9	7.8	60.1
3 months consumption gap	96.2	70.7	25.5
9-months consumption gap	99.2	97.1	2.1
12-months consumption gap	98.7	92.2	6.5

Evident from the table A is that while at the start of WENDI programme only 27% of the households had any form of cash savings, now an additional 63% are enabled to save thereby increasing the proportion of households with cash savings to about 90%. Access to debt has also increased from a dismal 14% in 2009 to 78% in 2013. Likewise, productive assets and net worth increased by a 7-9% over the last 5 years.

However, table B reveals that the value of the income given the consumption needs (at a basic US\$ 1.25 per person day) is still too inadequate to make livelihoods secure. Only about 30% of BoM households have the net worth that can enable them to meet their consumption needs for at least 3 months should any shock or stress occur (e.g., even if WENDI programme closed now). This capacity drops drastically to 2-3% for a nine and twelve month period. Thus, majority of the BoM households are still vulnerable to both risks and poverty.

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## 6.0 A SNAPSHOT OF WENDI 2014-15

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The WENDI 2014-15 proposal primarily seeks to anchor the programme exit and sustainability strategies with a focus on sustaining past impacts concurrently with economic empowerment, natural resource management, developing a model of excellence in pre-primary education, strengthening Beneficiary Organizations as business entities and anchoring AFARD's extension system in the community.

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Below are some of the persisting challenges.

- **The food and nutrition security constraints** include climate change that has affected production seasonality. Nutrition security needs to be secured. There is also rampant outbreak of New castle disease amidst a weak farmer-to-farmer (F2F) extension system. Soil fertility enhancement with increasing cropping intensity will require attention.
- **The economic security constraints** are: (i) Mismanagement of GLS by leaders and willful repayment default by members; (ii) Limited capacity of BOs to invest and manage excess funds not taken up in loans; (iii) Illiteracy has led to poor book keeping, inability to change leaders, weak demand for accountability from leaders, and finally loss of many details where new leaders have been elected; and (iv) P4MA has continued to suffer from lack of competent business-oriented staffs; unstable yet low farm gate price and inadequate number of tractors. Many youths are also still unemployed.
- **The health security constraints:** BOs covering many villages (those inherited from the church and or existing CBOs) have dispersed membership who lack safe water; HIV/AIDS prevention and mitigation is slow in part due to structural drivers and limited access to biomedical services.
- **The education constraints** include: Many emerging community nursery needing support lack quality teachers, teaching and learning aids, and have management committees who are unaware of their roles. And there still remains a high rate of illiteracy among BoMs and limited marketable vocational skills among the youths.
- **The good governance constraints:** Many BO members actively participate in planning meeting but hardly demand for accountability from their LLG and BO leaders. Leaders are also exploiting members' illiteracy and ignorance about accountability issues. Besides, BoMs are ignorant of many government programmes and so they hardly receive LLG project support.
- **The groups' institutional constraints:** (i) Many BOs are charity-minded; (ii) Newly elected BO leaders are unaware of their roles and responsibilities; (iii) Many BOs lack WENDI exit plans/strategies for self-reliance; actions that in the face of fatigue towards payment of mandatory fees for 5 years is yielding a general decline in BO incomes.
- **The AFARD's sustainability constraints:** (i) poor P4MA performance and narrow income base affected the reserve creation (15% only); (ii) There is inadequate office space for the current number of staffs; (iii) The extension system in use is not rooted in the community where change is required.

The focus of the plan will be on achieving and sustaining the programme 2015 goal and targets, namely:

- 100% of the households eat 3 balanced meals a day (from the current 92%);
- 65% of the households have ≥UGX 1 million cash savings (from 10%) together with diversified assets base.
- 100% access safe water from 97%; and 100% of the BOs have pit latrines from 98%; and malarial morbidity rates reduced to 5% in children (from the current 16%) and 4% in adult from the current 11%.
- 85% of BoM household population from the current 47% know their HIV status and 1,000 PLWA and 500 OVCs are supported to live positively and remain in school respectively.

- 85% of women 19-45 years attend antenatal care, deliver in health facilities, and breastfeed for at least 2 years;
- Literacy rates increased by 15%; 500 youths self-employed through vocational skilling; and 250 students supported by CEF;
- 95% of BoMs (from 80%) participate in LLG planning and budgeting processes and at least 50% BOs received project support from their LLGs from the current 14%;
- In BO performance: 90% (from 15%) have UGX 25 million; and 85% (from 50%) have reached take-off stage;
- AFARD has annually UGX 100 million for project co-funding; and
- Improved gorta's visibility in West Nile region.

Worth emphasis is that in the WENDI 2014-15 proposal, tangibly:

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- 10 BOs will be supported by Abi ZARDI to adopt soil, water, and environment conservation.
- 40 BOs with 3,200 members will be innovatively co-funded to run profitable enterprises.
- 150 youths will be provided with vocational skills and start-up inputs to set own-account businesses that will employ an additional 300 youths.
- 6 new boreholes will be constructed in BOs with sparsely settled members.
- 3 new pre-primary schools will be constructed and AFARD will run 2 as social enterprises in Yumbe and Nebbi town to help support CEF in the provision of scholarships especially for girls' education in (post) secondary education.
- 25 new FAL centers will be established to provide learning for at least 2,000 adults.
- 80 BOs will be supported to develop sustainability plan to optimally use their current GLS for profitable investments.
- For AFARD, a resource mobilization strategy will be in place; the office block will be completed; and AFARD farm irrigated to target vegetable production for the oil and gas industry in the region

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## 7.0 CASE STUDIES

### 7.1 Life has never been the same for Kadija: A case study filed by Julie Flavia



Kadija Safi, 56 years old is a married mother of 10 children. She is a member of Oriba WENDI program who returned to the village in 2008 from a challenging town life. This was the humble dwelling in which she settled.



In the village, Kadija took on to subsistence farming for food.



On WENDI entry, she took her first loan of UGX.300,000. She used the loan to start a tea kiosk.



With better income, Kadija started employing labour to increase production.



After selling her produce, in Kadija built a mabati house. She topped the money for the iron sheets with a BO loan of UGX. 500,000 after repaying the first loan.



From a tea seller, now Kadija has become a general merchandise shop owner in Aya-aya. She constructed her semi-permanent shop from iron sheets that were left after roofing her house. She earns a weekly profit of UGX.50,000, and ably pays her 3 children secondary school.

## 7.2 Farming as a business: From simple peasantry to commercialized farming - Filed by Akuma Justine



Ms. Afisha Kalifan in front of her house under construction

Ms. Afisha Kalifan, a 47 year old widow, is a member of Katanga WENDI group, Rhino camp Sub county. Before AFARD intervention Ms. Afisha used to farm many crops on small acres of land primarily to sustain her family. This changed, she noted, when the programme started in her village. The “business skills training opened my eyes” she remarked. When I received improved cassava cuttings in 2009 under the food security component, I realized good yield. This performance inspired me to farm cassava as an enterprise for income generation. I then expanded my garden from 1 acre to 7 acres, she explained.

In 2011, Ms. Afisha had 8 acres of improved cassava. She harvested and milled 47 bags of cassava flour, which she supplied to UNACOFF in Rhino camp ginnery. This earned her UGX 5,640,000. Catalyzed by the high profit margin, in 2012, Ms. Afisha harvested 188 bags of dried cassava which she sold from her rented store at Rhino camp trading center and earned UGX 20,908,000.

With the money, Ms. Afisha hired 6 laborers and expanded her garden to 21 acres. She was able to embark on her dream 5-roomed permanent house (pictured above). She has already procured 40 pieces of iron sheets for roofing the house. To boost her dry cassava trade in the nearby Okubani market, she procured a new Senke motor cycle at UGX 1,030,000. This motor cycle is also used by one of her sons during non-market days for “boda boda” to earn daily income. Ms. Afisha also noted that she is able to pay UGX 1,500,000 termly for her 3 sons’ secondary school fees (excluding pocket money). And, she has 20 acres of cassava maturing at different stages.

Ms. Afisha Kalifan is thankful to gorta and AFARD for providing her with improved cassava cuttings and business skills as she remarked “many people only see the dirt in farming. Hardly do they know that it is wealth in your hands.” Finally, she notes that farming cassava as a business provides food security, employment creation, and economic stability for any farmer to live a fulfilled life.

### 7.3 Livestock Farming as a Business: A Follow-up Case of Mr. Taban Juma - By Leonard Asiko

In order to transform livestock farming into a business for asset wealth building, AFARD partnered with Makerere University Institute for Animal Resources and Development (AFRISA) to conduct artisan certificate in livestock business, production and animal primary health care. This was conducted in March and the trainees were sent for “practical develop-your-business” at home before graduation that will be conducted in October – November 2013. The Livestock Development Officer together with AFRISA team periodically provides supervision and backstopping support to the trainees.

Mr. Taban is one of the trainees who by the end of June had adopted poultry farming using programmed hatching technology. As part of follow-up entrepreneurs’ businesses, 6-months we again went back to his project to assess the business performance. Indeed, small livestock farming as a business is a key to wealth creation.

Starting with eight local chickens, in June 2013, Mr. Taban had 105 birds. Three months later he had 114 birds. Within this period, he sold 97 birds in Elegu markets at Uganda Sudan boarder and earned UGX 1,640,000. From this sale, Mr. Taban bought one cow at UGX 600,000 and is using part of the funds to grow his business: buying veterinary drugs and building materials for his poultry house. Besides, he is growing his asset wealth. His goats increased and he exchanged 6 goats for one bull adding his total number of cattle to three. He still has a balance of 22 goats.

Importantly, Mr. Taban has also diversified into soybean production. He is also providing skills training to his BoMs who are gradually adopting the technology. In the quarter, he also received a poultry farmer from Gulu who specifically came to learn the technology (at a modest fee of UGX 40,000).

Mr. Taban proudly notes, “I have demonstrated from my business that I will pass for graduation. I plan to enroll for the artisan diploma certificate course and grow this business bigger. I also plan to build a poultry house in order to separate the birds by different age groups for ease of management.”

By village standards, Mr. Taban is no longer a poor man. His asset wealth and net worth has improved above the US\$1.25 a day. He is able to meet his family needs now and buffer livelihood shock should it occur.



Taban feeding his birds (photo by Leonard)

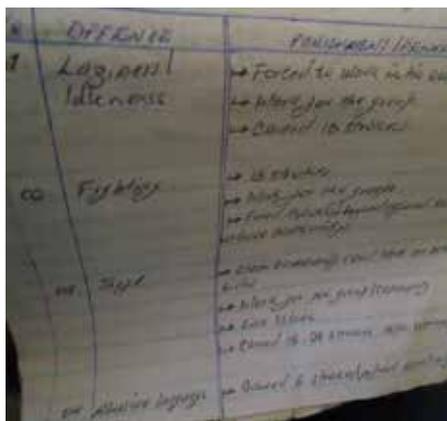


Taban taking his goats for pasture (photo by Leonard)



Taban's herd of cattle

## 7.4 Youth Engagement in Farming for Food Security: Why Byelaws Matter - By Julie Vuni Flavia



Offences and penalties in the bye law. Photo by Julie Flavia vuni



Mr. Izama in his garden after byelaw restriction. Photo by Julie Flavia vuni



Mr. Izama in his kiosk. Photo by Julie Flavia vuni

Male youths in West Nile region have shunned down family farming. They argue that “after all, it is their parents who reap the benefits from farming.” True as this argument may be, such withdrawal of energetic family labour has rendered many households food insecurity. Majority of BoMs actually farm small land sizes. Yet these youths expect to be fed by their parent, often old women.

This concern was raised by women during one of the gender trainings. Women noted that the idleness of youth was an impending catastrophe for food insecurity. It was realized that many youths spend their time in alcoholism, chewing mairungi (a local herb), smoking opium, dancing discos, and playing cards. The end results of such behaviors were high drop out from school, teenage pregnancy (child parents), theft, and eventually household food insecurity as the number of mouths to feed greatly outweigh the efforts of old parent to provide food. Garden work was solely left to parents and young wives who sooner or later break their marriages only to return to their natal homes with young children to be catered for by again their old parents. A comic member referred to the new trend as “old parents have become dumping ground as care givers for the grandchildren from their lazy children.”

It is such analysis that provoked a proactive action in Iyigobu Farmers Group, Godria Village, Lui Parish, Odravu Sub-County, Yumbe District. The BoMs resolved in favor of a Community Byelaw specifically “against youth idleness with the aim of improving food security situation in the village.” The group Chairperson Mr Azabo Emmanuel carried members’ resolution to the Local Council (LC) Chairperson of the village, Mr Obale Lino. The LC Chair who supported the idea convened a village wide meeting, which enacted the byelaw with clear and deterrent penalties. For instance, it was resolved that any youth found idle during working hours (from 7am to 12pm) should be caned in public, dragged to the parents’ home, given a hand hoe and forcefully taken to the garden to work/dig a size not less than 1 acre. Failure to do so, after an agreed duration (1 week) would mean taking the person to the LC 3 Court and having him/her jailed. In order to strengthen the byelaw implementation, the meeting set up an “Oversight Committee” which is chaired by the LC1 Chairman of the village, selected parents and youths, and the Parish Chief of Lui.

Results are out! A few youths have been culprits to this byelaw while many out of fear of the “true commitment to action exhibited by the elders” went back to farming. It has emerged that youths in the village are back to the hand hoe. Some have opened their own gardens and are using their parents’ planting materials, especially cassava to plant their field. Cases of drug abuse have also reduced, and youth representation in BO planning meetings is improving. Mr. Izama Alex (see photo 2 and 3 above) a known stubborn youth had this to say, “the byelaw conditions was very tough but it has changed my life. Out of fear, I had to open 2 acres of land and planted my own cassava on it. I also had to take a loan to start the kiosk. At least, with these enterprises, I am active and making money unlike in the past when I mostly loitered around.

## 7.5 Farming for Wealth Creation: A Young Entrepreneur Success Story - By Julie Flavia Vuni

Mr. Aduga Alli is a 27 year old resident of Lionga South village, Lionga Parish, Gimara Sub-County, Moyo district. He is married to 2 wives and has 5 children. He narrates his ordeal from grass to grace through farming as a business.

Before WENDI Programme, Mr. Alli noted that he used to do subsistence farming. He always opened only  $\frac{1}{4}$  of an acre of garden and planted all sorts of crops in order to secure his food for the season. Hardly did he practice any better agronomy because it was not anywhere near his knowledge. Business, he smiled, was in his mind a preserve for rich people. It was therefore practically a no go zone for him. Given his sole reliance on subsistence farming, getting money was the most difficult thing in his life. Should his child fall sick, he always hired his family labor for peanut pays. Thus, his estimated income per annum was a mere UGX 200,000.

This inadequate income status changed drastically as he said, "I thank God that he let AFARD [referring to WENDI programme] crossed my way. I will never be poor again." Mr. Alli said when the IGA training was conducted in 2010 together with better agronomic practices, for the first time he sensed "money in farming." He planted 4 acres of cassava as the first ever big family garden. On the first harvest, he saved all the cassava stalks for his family income and only sold the cassava tubers, which earned him UGX 8 million.

This income, the first ever to be held by me (and mine), confirmed by suspicion of "the hidden treasure of wealth in farming." Immediately Mr. Alli invested all the income into produce buying and selling and he was able to earn UGX 10 million in a matter of weeks. With these practical insights, Mr. Alii started hiring other people's labor to increase his cassava production. He planted 50 acres of cassava and harvested 250 bags. Using the money he bought 500 bags and the business was good.

Now Mr. Alli has his own grinding machine to add value to cassava. He processes and sells flour. He also opened 3 sales stores in Obongi, Yumbe town and Lodonga and is now operating a business with stock worth UGX 17 million. Mr. Alli has plans. He wants to build an iron roofed house with solar lights to provide light for reading for his children he had this to say, "I am very happy for AFARD, I will never die poor as I had thought before."



Aduga in his cassava store in Yumbe. Photo by Flavia



Aduga instructing one of his employees. Photo by Flavia



Aduga not only sells whole sale, but also retail. Photo by Flavia

## 7.6 Group loan scheme growing businesses: A Case of Alia Benard - Filed by Akuma Justine.



Bernard's produce store  
(Photo by Justin)



Bernard's Kiosk (Photo by Justin)

Alia Bernard is 50 years old. He lives in Asaroa Village, Egbuluku-atuni Parish, Rhino camp sub county, Arua District. Before joining WENDI Program, Alia was a subsistence farmer growing food crops only for domestic consumption. Mr Alia Bernard started to see a ray of hope when he joined “Asaroa group” under the West Nile development initiative (WENDI) in 2010. That year Bernard concentrated on growing food crops and in 2011 he turned his attention to cash crops with aim of raising capital to start a business. He cultivated one acre of simsim but unfortunately he earned only UGX 138,000 due to bad harvest.

Mr. Alia Bernard decided to borrow UGX 150,000 from the group loan scheme. He topped up the money onto his simsim sales and had UGX 288,000 as start-up capital for the business. He traded in charcoal and silver fish that weekly earned him a net profit of UGX 40,000.

Later, he ventured into vending petrol to motor cyclists and dealing in simsim buying and selling. From the sale of petrol he earned an average net profit of UGX 8,000 per day.

With accumulated savings, in 2012 he used UGX 2.5M for buying simsim at 2,500 shillings per kilogram, and he then sold the produce in Arua town and earned a gross of UGX 5M.

Today Mr. Alia Bernard owns a small shop at Asaroa trading centre that costed him UGX 2M to build. He has saved UGX 3M in his personal bank account. He is currently operating with UGX 1.8M in the simsim trade.

From this trade, Mr. Alia has been able to pay school fees for his child up to senior four. He also confessed that he did not have any dreams of constructing such a shop and even having millions of shillings in his bank account. “Until I die, I will never forget AFARD for what they have done for me and my family. I know my children will have better lives and better education in future” he concluded.

## 7.7 Community Investing in Education: A Case of Aliodranyosi WENDI group -By Julie Flavia Vuni

Education was and remains a challenge in West Nile region where literacy rate is 10-point behind the national average of 73%. The effects of the 27-year political instability includes among others high adult illiteracy rate especially in Yumbe district. The WENDI programme, therefore, promotes both formal and informal education. A key strategy was the promotion of Community Education Fund (CEF) as a community scholarship funds. Under CEF, AFARD supported willing Beneficiary Organizations (BOs) with “booster funds” to top up their group loan funds. The interest incomes from the revolving loan were then used in part to pay for secondary education of bright but vulnerable students in the BOs villages. Not many BOs benefited from this booster fund. Many BOs at the start had negative attitude that parents should pay their own children.

Overtime, some BOs started their own CEF. Aliodranyosi WENDI Group is one of them. Realizing the benefit of education in their community members Aliodranyosi adopted CEF in 2010. The group had had a number of hassles with their Secretary. He was the only literate person in the group who could ably take minutes, keep loan records, update books of account, among others. Yet, as a businessman, the Secretary had to travel often to South Sudan. The Chairman pointed, “it would take us even 1 month before having our books updated. This was contrary to what AFARD was teaching us to do. We could not provide accountability to members once the Secretary was absent because we would have no real figures to talk about.”

In 2010, the groups set aside UGX 2 million from their local fund to cater for the educational needs of vulnerable children in the village. This fund has increased to date to UGX 5 million. It is run as a parallel loan scheme from which “no loan rescheduling is accepted.”

As a result, the group now has 5 students (3 boys and 2 girls) it is providing scholarship in secondary education. The boy who started the scheme is now in Senior Four (S.4). meanwhile, there are three students in Senior Three and one student in Senior Two.

Members also noted that these students are very helpful to their BO management. The students are helping with taking minutes of BO meetings and cross-checking accounting records. This has reduced the heavy work load on the Secretary who also said, “at least now with these students I can comfortably go for my business safari without worrying about the records for the BO.”

The only challenge remains the high number of bright and vulnerable children as compared to the available CEF capacity. Slowly and surely the BO is on a good track of investing in long term development for the village.



The students who are being supported by the CEF Aliodranyosi.  
Photo by Asiku Leonard

## 7.8 Vocational Skilling for Wealth Creation: AFARD's Youth Training Experience - Dr. Alfred Lakwo



Paravet graduates showing off their certificates



Bakery and confectionery graduates entertaining guests



AFRISA/COVAB/AFARD team cutting the graduation cake

### The Challenges

The Agency For Accelerated Regional Development (AFARD) has been implementing the West Nile Development Initiative (WENDI) programme with funding from Gorta. Among other things, WENDI strives for the economic empowerment of poor rural farmers in marginalized areas of West Nile region. While social development indicators improved remarkably, many families 4 years into the programme lifespan are still without adequate liquid and physical asset wealth. The key driver was noted among others to include the high youth dependency ratio (over 40%). Youths dislike farming the primary source of livelihoods of many homes and are always idle consumers unable to contribute to their household economic security. Many have resorted to drug abuse and its associated crimes like theft, sexual promiscuity, and assault. Crime data and sights of police custody shows that many arrested people are youths.

### The Youth-based Interventions:

To strengthen the economic independence of the beneficiaries, the programme undertook vocational skilling of youths through:

- i. Livestock farming as a business in partnership with AFRISA of the College of Veterinary Medicine, Animal Resources and Bio-security (COVAB), Makerere University. Under this component, 47 selected youths and young adults were trained as artisan professionals-cum-entrepreneurs. Theoretical trainings of 2 weeks was followed by on-field business nurturing support for 6 months so that trainees adopt better livestock management practices; grow their enterprises and incomes; and provide extension services to group members at a fee;
- ii. Bakery and confectionary training in collaboration with Flaminio Vocational Training Center, Arua Diocese. A total of 30 girls received 3-months residential training in practical bakery skills. They were placed on industrial training for 1-month with bakery-related institutions. Thereafter, they had a refresher week to improve on their business plans; and
- iii. Tailoring training at Odokibo Agricultural Training Center, Yumbe. Overall, 40 girls were trained as under (ii) above for a residential period of 6-months. The training Center also exposed the girls to farming skills.<sup>1</sup>

### The Results

Some positive results are visible: While 2.6% of paravets and 5.6% other trainees are still unemployed, majority are self-employed with better records management. Evident from the table below are even at the very

1. In cases (ii) and (iii) the trainees received education and counseling on HIV/AIDS, business management.

start-up of these enterprises: (i) trainees are employed in own-account enterprises; (ii) best businesses practices such as banking and records are adopted; (iii) trainees are accumulating physical assets and improving their welfare; (iv) the economic status of trainees has improved with none in a poor social category; and (v) the girls have acquired more assets than the paravets; expectedly as many had initially been without own income and were lacking such needs.

### Vocational skills trainee enterprise performance

Performance indicators	Paravets (a)	Bakery/Tailoring (b)	Variance (a-b)
Proportion self-employed (%)	60	61	-1
Mean number of employees	1.63	1.28	0.35
Mean month to start a business	2.2	2.7	-0.5
% keeping records	92	89	3
Mean number of chicken	44.16	37.89	6.27
Mean number of goats	14.84	14.33	0.51
Mean number of cows	2.27	1.44	0.83
Proportion that bought mabati (%)	18	33	-15
Proportion that bought bicycles (%)	26	50	-24
Proportion that bought radios (%)	21	22	-1
Proportion that bought mobile phones (%)	11	33	-22
Proportion that bought mattresses (%)	10	11	-1
Proportion able to buy food (%)	26	33	-7
Proportion able to meet education cost (%)	29	50	-21
Proportion able to pay medical bills (%)	16	33	-17
Proportion that diversified businesses (%)	50	61	-11
Proportion with bank accounts (%)	34	44	-10
Proportion that got government support (%)	16	28	-12
Proportion with poor economic status (%)	-68	-78	10
Proportion with good economic status (%)	58	72	-14
Proportion with rich economic status (%)	10	6	4
Proportion envisaging further education (%)	45	34	11
Mean monthly savings	71,934	89,500	(17,566)
<b>Mean total stock value</b>	<b>2,839,710</b>	<b>2,314,361</b>	<b>525,349</b>

### The Lessons

Vocational skilling approach has demonstrated that the youths too can become economic actors with vital financial and asset contributions to their poor households. However, for these skills to provide the youth with adequate income the following are pertinent:

- The vocational skills must be embedded in the local market without too much duplication lest migration to urban areas and business close-out will remain high.
- The training has to be tailored-made to suit the educational levels of the youth. Demand for O' level qualification excludes many youths just like instructions in non-local languages. Trainers need training skills for such categories of trainees.

- Practical skills alone are not enough. Training institutions need to synergize such skills with business management skills so that trainees are able to acquire skills, plan their businesses, enter the job market (as employee or self-employed), and deliver marketable products.
- Modest start-up inputs is inevitable for fresh graduates to start own enterprises. Many are unable to secure family start-up support. They are also rightly less willing to take start-up loans. Many financial institutions are also hesitant to deliver such loans to starters.
- Periodic follow-up to review performance, share challenges and lessons is critical for building business linkages as well as setting momentum for a lobby platform. Trainees learn more from a one-on-one sharing. This also calls for continued access to business development services that can help graduates navigate through the emerging and expanding markets.
- Finally, capitalization by financial institutions is critical as businesses grow rather than at the very inception of one's business. Risk taking increases with improved ability to scan the market.

### Concluding remarks

In all, this approach of targeting youths with practical economic transformation skills has demonstrated that wealth creation is possible even in remote rural areas as long as all the key actors in a household are productively engaged in income generation. The approach has also shown that universities can customize science to the needs of the semi-literate poor people thereby calling for closer collaboration between academia and development agencies in the quest for a rapid socio-economic transformation of West Nile.



Zainab sewing a customer's cloth. Photo by Leonard

### Vocational Skills changing the Life of Abaru Zainab - By Asiku Leonard

Ms. Abaru Zainab is a 16 year old resident of Aupi village, Aria Parish, Apo sub county. She dropped out of school at senior one level when her father died. She then started supporting her widowed mother with household chores and subsistence farming, which farming could not raise her school fees. In addition, her family cultivated people's gardens for a paltry UGX 15,000 per month. This money was used for buying basic needs.

Luck came her way when in 2013 members of Aupi Apo WENDI Programme selected her to attend vocational skills training in tailoring at Odokibo agricultural training college.

During graduation in July 2013, AFARD gave her a start-up grant of 3 pieces of cloth and a sewing machine. Since then, Zainab's life is slowly turning around. She is actively involved in her sewing business. Her average daily income is now UGX 2,500 as compared to UGX 500 before from sales of her labour. Within 4 months, Ms Zainab has managed to save UGX 60,000. From her earnings, Zainab now supports her family (her followers and mother with the basic needs). She also plans in future (2014) to open a shop selling general merchandise in her village. She had this to say,

"If all goes well, I would like to raise more money and go back to school. I thank Gorta, AFARD Management and staff for the heart they have for the needy", Zainab said.

## 6.9 Investing for Financial Sustainability: A Case of Aupi Apo -By Asiku Leonard

The West Nile Development Initiative (WENDI) programme started in 2009 and will end in 2015. The programme set to facilitate change not only in the beneficiary households but also at the beneficiary organization levels. All BOs were envisaged would become strong and viable institutions for stirring local development in their villages. They would therefore provide viable arena for collective risk pooling to members. To do so, the BOs needed to be financially sustainable. Startup initiatives towards building financial sustainability included Group Loan Schemes where members paid mandatory fees and generated incomes from other sources as sales of produce from demonstration gardens and hire of members' labour. Finally, in 2011 all groups were challenged to diversify their income sources in order to generate more income and relieve members of the burden of mandatory fees.

However, a number of BOs were relaxed. Their members had high expectations that AFARD would continue to meet all their demands. On realizing that there was a shift from social development into economic empowerment and BOs were expected to fund own administrative cost, some BOs woke up to start investing in profitable enterprises. Aupi Apo with 76 members (36 females and 34 males) is one such late riser. The realization that by 2015 the programme will exit fully has provoked members to diversify their income sources away from solely relying on loan fund.

Using part of the Group Loan Fund interest income, the members of Aupi Apo resolved to invest in produce buying (see the first photo). They invested UGX 2.1 million in the buying and selling of ground nuts and sorghum. These produce earned them a net profit of UGX 675,000 within one month. This is an on-going business.

Encouraged by the performance of their initial investment, a new enterprise – poultry farming for eggs, was identified. They realized that all eggs consumed in Yumbe district come all the way from Kampala (more than 600kms). Photo 2 shows the efforts members are making in constructing a 200 layers poultry house. Through the advice of AFARD Field Officers and their Livestock Health Agent trained by AFRISA, the group is targeting to complete and commence production by end of this year.

The third investment is in commercial farming. When AFARD was searching for a BO willing to multiply the Biofortified orange sweet potatoes on a market principle, members of the group were quick to take the offer. Photo 3 shows the group Chairperson inspecting the current ½ an acre of garden planted. The next plan is to plant 1½ acres before starting to sell the vines.

With all these, the BO is set to end 2015 with no less than UGX 50 million in cash and stock; funds members pride will see them independent enough to manage secure livelihoods in their village.



Members posing in front of the produce (Photo by Leonard)



The Chairman and the Secretary inspects the potato garden (Photo by Leonard)



Members of Aupi Apo ferrying bricks for the poultry house (Photo by Leonard)

