



ACRONYMS

AFARD	=	Agency for Accelerated Regional Development
CDO	=	Community Development Office(r)
CHFA	=	Community Health Frontline Advisor
CLA	=	Cluster Level Association
ENCDP	=	Erussi-Ndhew Community Development Project
GAAP	=	Good Agronomic and Agribusiness Practices
HIV	=	Human Immunodeficiency Virus
IGA	=	Income Generating Activities
JFSP	=	Jangokoro Food Security Project
LCs	=	Local (Village) Council
LLG	=	Lower Local Government
MAYEP	=	MANZO Youth Empowerment Project
MRAL	=	Monitoring, Reporting, Accounting and Learning
NGO	=	Non-governmental organizations
NURI	=	Northern Uganda Resilience Initiative
RELIP	=	Strengthening Resilient Livelihoods Project
SHG	=	Self Help Group
UGX	=	Uganda Shillings
VSLA	=	Village Savings and Loan Association
WEGANIC	=	West Nile Agricultural Improvement and Environment Conservation Project
YAG	=	Youth Agribusiness Group
YEPP	=	Youth Economic Empowerment Project
YMF	=	Young Model Farmer

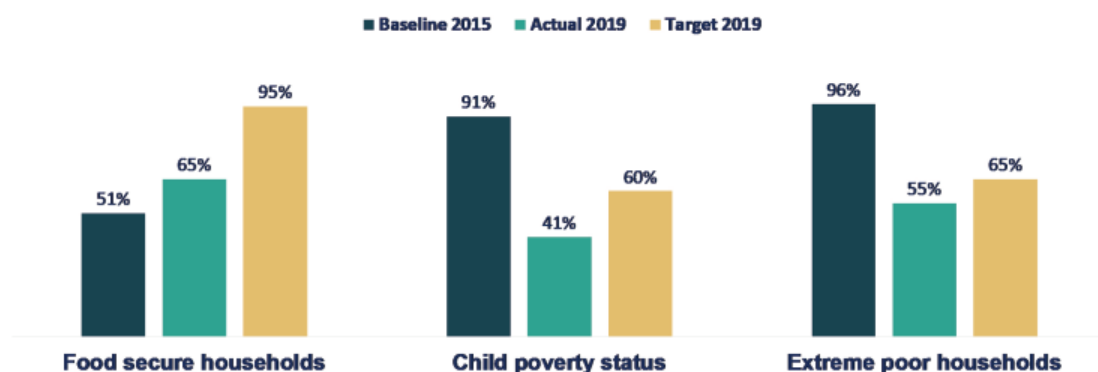
LETTER FROM THE BOARD AND MANAGEMENT



It gives us great pleasure to share with you the Agency For Accelerated Regional Development (AFARD) annual report for 2019 which also concludes the implementation of our five year strategic plan 2015-2019. On December 21, 2014, the Board of Directors approved a five year Strategic Plan (2015-2019) that sought, “to contribute to the socioeconomic transformation of 150,000 vulnerable and marginalized people (especially children, youth, women and Persons Living with HIV/AIDS drawn from 500 self-help groups and 5,000 youth-headed households) for inclusive and resilient livelihoods. Implementation of the strategy was anchored on six pillars:

PILLAR	PILLAR	PILLAR	PILLAR	PILLAR	PILLAR
1	2	3	4	5	6
Climate-smart and nutrition-sensitive agriculture for food and nutrition security;	Economic empowerment and asset building to eradicate extreme poverty;	Human capital building to enhance labour productivity;	Community-led advocacy for responsive and accountable local governance;	Community group strengthening to improve organizational management and;	Organizational growth and sustainability to strengthen AFARD's operational and financial capacity to co-fund its annual budget and build a reserve fund.

We are happy to report to you that over the last five years, AFARD successfully implemented 18 projects worth UGX 22 billion. We expanded to three additional districts, bringing the total number to eight (Pakwach, Nebbi, Zombo, Arua, Yumbe, Moyo, Obongi, and Adjumani) and impacted the lives of 514,066 people, exceeding our target of 150,000 people by 243%. Of these, 158,544 (13%) were South Sudanese refugees. AFARD also registered a marked improvement on three indicators: Increase in food security (51% to 65%); reduction in child poverty from (91% to 41%); and extreme poverty from 96% to 55% as shown in the graph below.



The period however was not without its challenges, which hindered the full attainment of the planned results. Key among these was the influx of refugees from South Sudan that threatened food security and led to significant environmental degradation. Changes in climate (i.e. delayed rainfall, floods, hailstorms, and strong winds) affected agricultural yields and resulted in depletion of productive assets especially livestock. There was also a surge in teenage pregnancies and marriages.

Notwithstanding the above challenges, AFARD was able to harness the lessons learnt during the period in the design of its new six year strategic plan (2020-25). The new strategy that will be launched in 2020 seeks to impact the lives of 20,000 thriving and peaceful families by 2025 through the promotion of:

Nutrition-sensitive agriculture	Inclusive market participation	Voice and accountability
for increased productivity and consumption of diversified foods;	for decent employment in strategic agribusiness and vocational labor markets and;	for responsive and people-centered decentralized local governance.

We thank our partners for the support as we implemented our five year strategic plan. The results we have attained would not have been possible without your continued support and commitment. The West Nile region still has a long way to go. Without continued investment, the region will need over 30 years (at 10% annual growth rate) to catchup with the rest of Uganda. We invite like-minded institutions to partner with AFARD towards the socio-economic transformation of West Nile.

+ Rt. Rev. Dr. Ocan Odoki Sabino

Rt. Rev. Dr. Ocan Odoki Sabino
Chairman, Board of Directors

Dr. Alfred Lakwo

Dr. Alfred Lakwo
Executive Director

ABOUT US



Introduction

The Agency For Accelerated Regional Development (AFARD) is an indigenous NGO formed by sons and daughters of West Nile region for the empowerment and development of grassroot communities. AFARD operates in eight (08) of the 11 districts in West Nile region – Pakwach, Nebbi, Zombo, Arua, Yumbe, Moyo, Obongi, and Adjumani.



OUR VISION

A prosperous, healthy and informed people of West Nile region.



OUR MISSION

To contribute to the molding of a region in which the local people (men and women), including those who are marginalized, are able to participate effectively and sustainably and take a lead in the development of the West Nile region.

Our Donors



International e.V.

Austrian
Development Cooperation

HORIZONT 3000
AUSTRIAN ORGANISATION
FOR DEVELOPMENT CO-OPERATION



Aktion
Deutschland Hilft
Germany's Relief Coalition

Caritas
UGANDA



SALL FAMILY
FOUNDATION

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INNSBRUCK



Manos Unidas



Our Outreach (2015 – 2019)

Pie Chart Analysis of Outreach

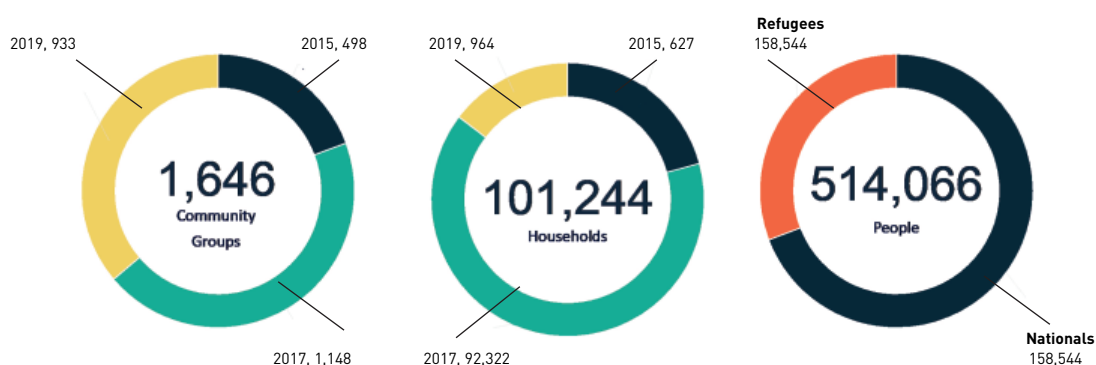
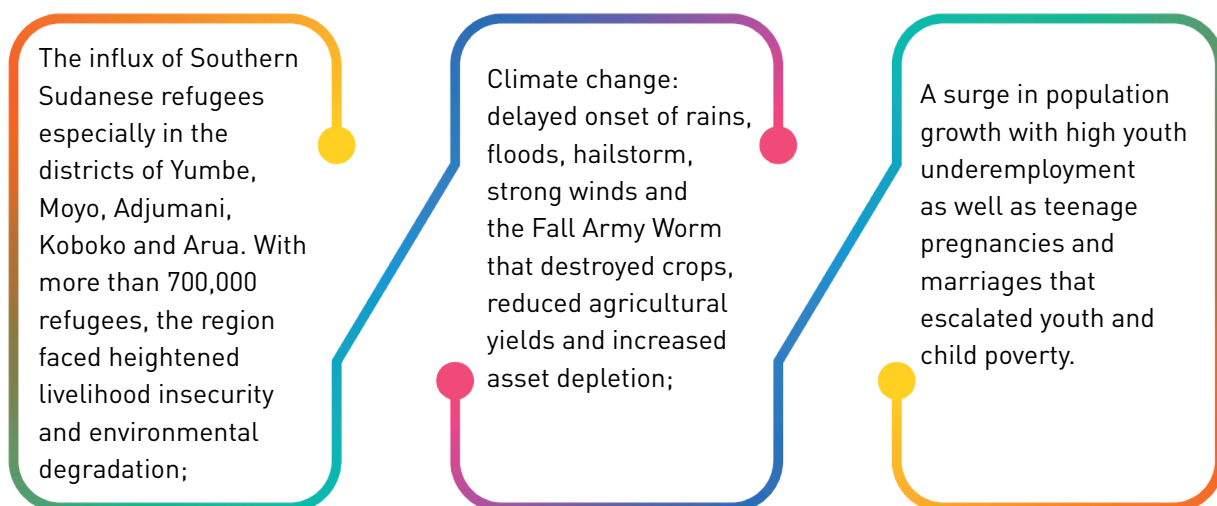


Figure 1: Analysis of outreach 2015-2019

Apart from the increase in outreach (92% increase in groups and 243% increase in population), AFARD registered significant achievements in the attainment of the planned targets. As the chart below shows, the number of households that were food secure increased from 51% to 65% and those in extreme poverty reduced from 96% to 55%. Child poverty declined from 91% to 41%.

While the targets for child poverty and extreme poverty were met, that of food security was not achieved. This was largely due to the following challenges that the region faced from 2015 to 2019:



2019 in numbers

Total Revenue (UGX)



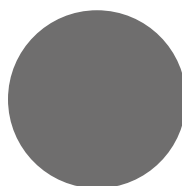
4.1 Billion

Number of Projects



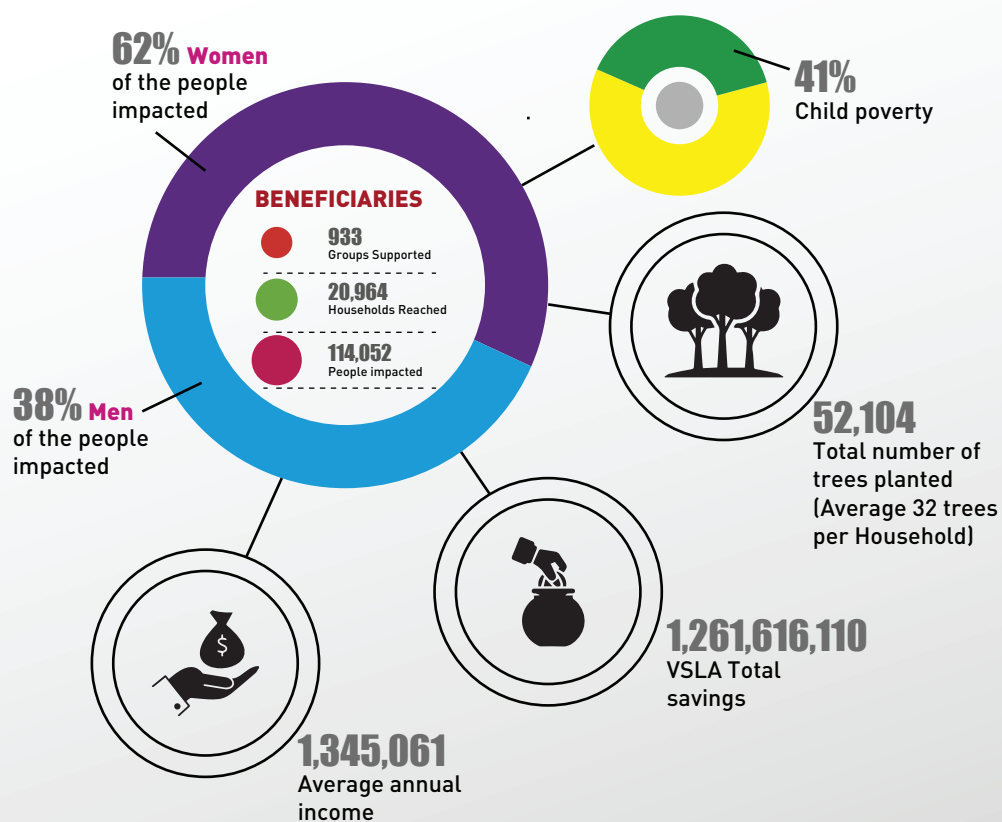
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Number of Staff



78 Fulltime

Outreach



2019 Projects



NORTHERN UGANDA RESILIENCE INITIATIVE (NURI)

The Northern Uganda Resilience Initiative (NURI) is one of the three Royal Danish Embassy funded projects under the Uganda Program on Sustainable and Inclusive Development of the Economy (UPSIDE) for the period 2019-2022. NURI seeks to enhance resilience and equitable economic development for refugees and host communities in northern Uganda. Although NURI covers three thematic areas: Climate Smart Agriculture (CSA); Rural Infrastructure (RI); and Water Resources Management (WRM), AFARD implements the CSA component. The aim of the CSA component is “to increase agricultural output of small-scale farmers and refugees” in Nebbi, Zombo and Pakwach districts. In the year, the projected.

Project achievements

- Recruited, trained and equipped 38 staff (Supervisors, Extension/Data Officers, and Support staff).
- Supported 420 groups with 11,663 members (7,206 female) in enterprise selection, (Soy beans, potatoes, beans, onions, Irish potatoes, cassava, sesame, and rice), preparation of production and marketing plans, and extension training in CSA and post-harvest handling (PHH). The activities were carried out in demonstration gardens and through radio talk shows and open day events. A total of 210 demonstration gardens were established and 33 radio talk shows and 24 Open day events were carried out during the reporting period.
- Assorted agricultural inputs (2,650 Kgs of fertilizers, 1,715 Kgs of beans 38 Kgs of onions, 172 Kgs of sesame, 870 Kgs of soybean, 318 bags of Irish potato, 75 Kgs of rice and 140 bags of cassava cuttings)

were distributed to small-scale farmers and refugees. The following inputs were also distributed: 138 bottles of malathion dust, 132 liters of cyperscope, 45 Kgs of dithiane M and 71 liters of termicide).

- Market enumerators (8 in total) together with 27 Agricultural Extension Officers and 1,260 production and marketing committees were recruited and trained on collective marketing and cooperatives formation; and supported to collect and disseminate market information. Through collective bulking, the households were able to bulk and sell produce worth UGX 710. 8 million.

Volume and value of produce sold through collective marketing

Strategic crop	Quantity sold	Amount	Strategic crop	Quantity sold	Amount
Potatoes	53,888 Kgs	64,482,900	Soybeans	9,174 Kgs	19,269,600
Beans	56,173 Kgs	134,037,200	Cassava	153,915 Kgs	82,884,150
Onions	25,045 Kgs	44,735,100	Sesame	85,695 Kgs	270,463,800
Rice	76,005 Kgs	94,933,500	Total		710,806,250

- A needs assessment was carried out for the old groups. The key needs identified were for stores (48 groups), tarpaulins (123 groups), tree seedlings (32 groups), rice huller (1 groups) and ox-cart (1 group). These groups will be supported in 2020.
- A total of 17 VSLA Community Based Trainers were recruited and trained and 145 groups supported with VSLA training and equipment. As a result, the groups were able to save UGX 57,998,200 and lend out UGX 62,828,750 at 10% monthly interest to their members with 99% recovery rate. The VSLA enabled 24% of the beneficiary households having alternative sources of income.
- To improve technical backstopping, accountability and ownership, two District Local Government and Sub County Local Government monitoring visits were conducted.

Case story

High-impact Enterprises Promote Farming as a Business: A case of Onion production by Dikiriber Farmer Group, Nebbi District

Agricultural productivity in West Nile region has persistently remained very low due in part to the production of traditional low value crops (e.g., simsim, sunflower, soybeans, beans, tobacco, cotton, etc.). The low yields, low income, and high extreme poverty discouraged farmers from adopting best practices like use of improved agro-inputs and climate smart practices, selling collectively, and transitioning their small farmer groups into cooperatives. To change this situation required different approach such as promoting high impact agro-commodities – local poultry, vegetables, cocoa, vanilla, coffee, banana, etc.

Dikiriber farmer group located in Nebbi sub-county, Nebbi district took up onion production. The group that was started in 2016 with 25 members (12 Female) had under the DAR-3 program engaged in beans enterprises with minimal success. A member noted,

“Because we spent two years on seed multiplication under DAR-3 and still got low yields and income because of the harsh weather we resolved to try onion farming the next time we got a chance. In 2019, Under NURI program we therefore selected onions enterprise that we know even with low yield has high demand, price and income that will at least improve our life.”

The group did not go wrong. They received improved seeds accompanied by trainings [that they effectively used] on climate smart practices. From the group's 1.5 acres of onions they harvested 3,340 Kgs which they sold collectively earning the group UGX 5,010,000. Some of the individual members who foresaw the benefits of the enterprise (early adopters), had also bought and planted onion seeds with their own money. These early adopters were able to bulk 3,360 kg that they sold at UGX 5,040,000. These were exciting times for the group as the Chairperson Mr. Sadiki remarked, *“our group has never earned this money before. Neither have we heard of any group that has done so. With onion we now see that we can grow on our own as well. Members have decided to diversify and buy 6 nannie goats, hire 2 acres of land and procure onion seeds for next season.”*

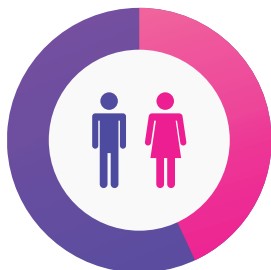
While under beans production no group member saw economic benefit in increasing their land sizes now all the members are planning to expand their gardens. Bulking that was considered a no go is now taken as a must marketing practice. The group resolved that any member producing onions must grow the variety all members are growing so that they can bulk for collective marketing. The group has now initiated the process of forming the first onion cooperative society in Nebbi district.



ERUSSI NDHEW COMMUNITY DEVELOPMENT PROJECT

Erussi –Ndhew Community Development is a five year project funded by Kinder Not Hilfe (KNH). The project aims to contribute to the reduction of child poverty in Erussi/Ndhew sub-counties in Nebbi district by tackling the following challenges: Low awareness of children and women’s rights; Inability of parents to provide for children’s basic needs; Poor sanitation and hygiene practices; High youth unemployment and; Weak people Institutions.

**PROJECT
TARGET**
6,000
**POOR
PEOPLE**



1,200 Children



3,200 Women



1,600 Youths

AND INDIRECTLY 20,000 PEOPLE

Project achievements

- In the last five years, the project working through 370 children (198 girls) in sponsorship programmes formed and strengthened 162 Self Help Groups (SHGs), 15 Cluster Level Associations (CLAs), 53 children groups, 20 youth groups, and one Federation (an apex body of all CLAs). The groups were trained in saving and credit management; vision and goal setting; as well as in communication skills, group dynamics and conflict management. Through these people Institutions, the project reached a total of 5,034 adults, 1,694 youth, and 1,932 children.
- Women took up leadership positions in their communities - schools, water sources, local councils and 75% of the members started businesses through which they are able to meet their family's basic needs (school costs, medical bills, food purchase, and clothing). The number of women who reported being empowered increased from 41% to 96% within the same period
- Child poverty declined from 91% to 50%; extreme poverty from 96% to 81%; and food security increased from 43% to 84%.
- Sanitation practices increased with 91% of community members having their own latrines.
- The project team supported five people's institutions (PIs) to access a grant worth UGX 22,200,000 from local government to expand on their income generating projects. Through advocacy for the Federation and children representatives to participate in sub-county planning, the project was also able to influence the sub-county to increase the budget for children issues from UGX 3,500,000 to 4,500,000. Subsequently the sub-counties enacted by-laws against children going to markets during school days/ hours. This led to increased school attendance.

PROMOTING SOCIAL TRANSFORMATION IN COMMUNITY: A CASE OF MER BER CLUSTER LEVEL ASSOCIATION (CLA) IN MADI LOWER, Nebbi District

Peace and security is paramount for improved community wellbeing. Yet the community in Madi Lower had no peace. A group of drug (marijuana) addicted youth caused a lot of insecurity in the area. They would steal crops and livestock from the community and sell. Any member who would complain and or report the matter to police would be beaten by the group. This impunity continued as attempts by the local leaders and police to arrest these youth were not fruitful.

Over time, Mer Ber Cluster Level Association (CLA) formed in 2015 with 10 Self Help Groups under the KNH-funded Erussi Ndheh Community Development Project monitored the main cause of insecurity in their community - drug abuse due to unemployment – and the members decided to instead sensitize the youth on the danger of drug abuse and train them in marketable skills. This brought in total peace in the community. When asked how they succeeded in changing the mindset of the troublesome youths, one member responded, “With the skills we gained on how to handle youth, it was so easy.

We identified and invited the leader of the group first and discussed with him why they are engaged in drug abuse, the dangers of drug abuse to themselves and the community at large, and how they can get out of that and be economically productive. The leader understood us very well and later invited



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all the group members to meet us.” Also asked what gains they now have, a youth pointed out, “we wasted our lives smoking, vandalizing and womanizing. Now we work and have clean money in our pockets.” Another interjected, “We are smart as you can see.” A CLA member also noted that, “our community now had no case of theft because the youth are self-employed in enterprises of their own choice after we trained them under CBT approach.”



PANYANGO COMMUNITY DEVELOPMENT PROJECT

Panyango Community Development Project (PCDP) is a 6-year KNH-funded project that emerged from a participatory one and half year pilot phase. The project targets 3,100 direct beneficiaries (2,400 women, 500 children and 200 youth) organized into 120 Self Help Groups (SHGs) and 10 Cluster Level Associations in Panyango sub- County, Pakwach district. The project goal is to “empower extremely poor households and youth in Panyango and build the capacity of the local leaders to advocate for children’s rights within the community.”

Project achievements

- Formed and inducted Project Management Committee (PMC) composed of seven members (Local Council III Chairperson, Community Development Officer, Project Coordinator, AFARD Finance and Administration Manager, and 3 CLAs representatives).
- Conducted a rapid assessment of the pilot phase People’s Institutions and found irregular meetings and savings and poor records. These findings led to the development of a capacity building plan that focused on strengthening the 26 SHGs and three CLAs in record keeping, rotational leadership, and savings and credit management.
- Trained 10 Community Facilitators (CFs) in the SHG concept and book writing skills that they used to cascade the training to support SHG strengthening.
- Held an annual project performance review meeting with local government officials, PMC committees, CLAs representatives and AFARD management.
- To date the project has achieved the following outcomes;
- SHG individual weekly savings value increased from UGX 1,000 to UGX 2,500. Subsequently the SHG savings increased from UGX 13,175,000 in 2018 to UGX 23,802,500 in 2019 and loan uptake increased in the same period from UGX 17,526,500 to UGX 28,120,000
- SHG members were able to access loans that a majority invested into income generating micro-businesses from which they earn an average of UGX 25,000 monthly.
- With their new income, SHG members have started developing family visions; owning assets including goats, land, cows; and participating in family decision making processes. Beneficiary women are also contributing to their family welfare e.g., buying food and clothes for the family and contributing to children’s education (books, uniform and tuition).



SECURE LIVELIHOODS FOR SOUTH SUDANESE REFUGEES AND HOST COMMUNITIES

To address the livelihood crisis in Yumbe and Arua districts, HORIZONT3000 in partnership with AFARD and Palm Corps secured a 2.4 year funding from the Austrian Development Cooperation, Bruder und Schwester in Not Innsbruck (BSI) and Caritas Kärnten to implement the Secure Livelihoods for South Sudanese Refugees and Host Communities in West Nile Region. The primary objective of the project was, “Secure livelihoods for Refugees and host communities and contribute to sustainable development within Rhino camp and Yumbe resettlement areas, in West Nile Region.” The project which ended in 2019 implemented the following activities:

Project achievements

- Using “Do No Harm” approach and gender responsiveness, the project team formed 20 Farmer Field Schools (FFSs) in Yumbe with 500 members composed of 50% refugees and 50% nationals.
- Trained six Farmer Field School Facilitators (FFSFs) who set up 31 demonstration plots and successfully conducted experiential trainings in climate smart agricultural practices.
- Provided start-up agro-inputs composed of seeds/planting materials, hoes, watering cans; spray pumps; and pic bags
- Trained communities in safe nutrition, poultry production, entrepreneurship skills, and collective marketing
- Together with the district local government, UNHCR, OPM and peer CSOs conducted

field days

- Trained communities in VSLA methodology and provided VSLA kits. By the end of the project in 2019, FFS members had saved UGX 111.2 million.
- Enrolled 150 youth for apprenticeship training in marketable vocational skills and provided them with business start-up kits, business mentoring and coaching and market linkages
- Formed and trained Local Environment Committees (LECs), supported them to develop and implement the Community Environment Action Plans (CEAPs) that among other things included conducting community and school-based awareness on natural resource conservation and tree planting in host community schools and churches.
- Distributed 32,000 tree seedlings and trained all the group members in woodlot establishment and maintenance, briquette making and use of energy saving stoves:
- Trained the project staff in knowledge systematization, documented six practice briefs and held a knowledge dissemination event in Arua.

An external evaluation found out that the project:

- Contributed to increased food availability and diversity with 73% of the households having three meals daily and 92% had kitchen gardens. Women adopted better feeding practices e.g., diet diversification.
- Improved environment conservation. 78% of households (74% refugees and 83% nationals) had woodlots (average of 27 trees per households) and 59% used energy saving stoves. Bush fires decreased. Women continued using the branches of the quick maturing trees for fire wood with reduced stress of looking for firewood.
- Improved peaceful co-existence. Host community group in Ilanga gave 225 acres of land to refugees for farming.
- Monthly incomes increased among the youth for a baseline of UGX 63,962 to UGX 148,780.



SUSTAINABLE FOOD AND INCOME SECURITY FOR SOUTH SUDANESE REFUGEES AND HOST COMMUNITIES

With funding from ADH and AWO International, AFARD implemented the one year pilot project with the goal of “Increasing food and income security of South Sudanese refugees and host communities in Northern Uganda.”

During the reporting period, the project achieved the following:

- Formed, strengthened and registered six Farmer Groups (FGs) with 150 members (50% refugees) and 979 household population (75% female).
- Trained 12 model farmers (06 females) at Abi ZARDI, Arua as peer extension agents; established 12 acre demonstration/learning plots; provided agro-inputs (hoes, spray pumps, watering cans, seeds/planting materials, 1,500 tree seedlings); and trained farmers in good agronomic and climate smart practices.
- Trained six VSLA mentors (2 females) who cascaded the training to all the groups. With the provision of VSLA kits the groups saved a total of UGX 11,667,200 million. The team conducted business clinics and trained the groups in the selection, planning and management of income generating activities (IGA – SPM), financial literacy, and collective marketing.
- Trained and equipped six poultry paravets (02 females) and provided 450 startup birds to the groups. conducted community poultry vaccinations.
- Conducted nutrition education, family planning awareness, and trained the farmer group leaders in Gender Action Learning Systems (GALS) methodology.

Project achievements

- All beneficiary refugees secured 75 acres' farm land from the nearby host community (at Ilanga). This action also benefited 25 more non-member refugees.
- Increased adoption of kitchen garden model by 97% of the households with better uptake of vegetable consumption in every meal.
- Households were able to access loans and 32% of the households started alternative income generating activities.
- Increased household income from UGX 209,197 at baseline to UGX 270,664. The average monthly saving also increased from UGX 2,772 at baseline to UGX 5,390.
- Increased food security as dietary diversity improved and some women started eating traditionally forbidden foods like chicken; reduced extreme asset poverty as the household value of productive assets increased from UGX 3,239,121 to UGX 5,532,289; and increased women empowerment as women gained ownership of productive assets and reduction of exposure to violence.



STRENGTHENING RESILIENT LIVELIHOODS PROJECT (RELIP)

Strengthening Resilient Livelihoods Project (RELIP), a 3.3 year project funded by BMZ-AWO International commenced in October 2019. its goal is to, “economically integrate refugee and host communities in Yumbe district and build resilient livelihoods.” Specifically RELIP seeks to improve food and nutrition security for 300 target households with increased income by 2022; and promote peaceful co-existence within and among refugees and host communities.

Project achievements

- Formed, registered seven farmer groups with 968 members (731 female) with the sub county local governments as community-based organizations.
- A total of 28 bulls were procured and distributed to seven groups for use as oxen for animal traction technology (ATT). In addition, ox-ploughs, carts, planters, spray pumps, and barbed wires for kraal making were provided. The groups are already using the oxen for transportation. For effective use of ATT, 35 volunteers (50% females) were trained as oxen handlers.
- A market assessment study of local poultry production was carried out to establish the current production and marketing practices, challenges and opportunities in the local poultry value chain. To improve the local poultry agribusiness the study recommended: crossbreeding local breeds with Kuroilers for better (bigger & fast maturing) birds; encouraging farmers to provide supplementary feeds; building linkages between community vaccination and the district veterinary professionals and laboratories; and increasing profitability through programmed hatching The project team held dialogue meetings on peaceful co-existence between refugees in Village 2 and 3 and the host community in Ilanga. As a result, additional 37.5 acres of farm land (on top of 75 acres) was secured and the refugees started preparing their land (bush clearance) for the first rains of 2020.



WEST NILE AGRICULTURE IMPROVEMENT AND CONSERVATION (WENAGIC) PROJECT

With the funding from Sall Family Foundation the WENAGIC project in Yumbe district, Uganda seeks “to support sustainable and equitable food and income security for 450 smallholder farmer households.” In 2019, the project continued to work with 15 farmer groups with 450 members (with 268 females and 2,750 household population).

During the year, the project recruited one additional staff to and subsequently implemented the following activities:

- Re-trained 30 lead farmers (14 females) at ABI ZARDI who were able to conduct training in good agronomic and climate smart practices, kitchen gardening and safe sanitation and hygiene practices.
- Distributed 7,500 tree seedlings of Moringa, Caliantria, and white teak (6,475 survived).
- Initiated rice agribusiness by distributing 10,038 Kgs of improved rice seeds and 324 tarpaulins (that each farmer co-funded at UGX 40,000). The farmers were also trained in collective marketing and installed a rice hurler machine was installed at Avanga Disability group for value addition.
- Supported groups to propagate 15 acres of Napier grass for the animal traction oxen. The oxen ploughed 5,126 acres for members, non-member and groups at a total cost UGX 11.5 million.
- Continued with VSLA activities with groups saving a total of UGX 107.3 million although loan uptake was only 34%. A VSLA feasibility study for long term saving options was conducted and AFARD is in discussion with the National Social Security Fund to set up informal pension scheme for farmers.

Project achievements

- Group members, especially women cited having acquired new skills from the training especially in sanitation, nutrition, family development. A majority (390 out of 450 homes) owned kitchen gardens and dried vegetables for use during the dry season. Men had embraced eating of vegetables regularly without complaint.
- Every household had at least one cash crop (rice) that earned them an average of UGX 500,000 per season. Families also set up micro enterprises to diversify their income sources.
- All households embraced tree growing for timber/wood and fruit trees (average 16 trees each) thereby increasing the tree cover within the region. Borders of gardens are planted with trees and this has reduced land conflict.
- Overall 100% of the beneficiary households are food secure and 72% exited extreme poverty.

Case story

KITCHEN GARDENS IMPROVE FOOD SECURITY: A CASE STUDY OF FATUMA KASSIM OF AMA ECHORA WOMEN GROUP, Yumbe District

Fatuma Kassim a 32 years old, is one of the members of Ama Echora Women group in Apo Sub county, Aranga parish, Acholi village. The group of 30 members (15 females) is supported by WENAGIC project to improve their diets especially of locally available foods. The project in collaboration with the district health department conducted training in safe nutrition. This trainings covered food planning with a focus on the different food values and food needs of a family. During the training members learnt how different foods support human life differently and how shortage of any micronutrients can cause health risks to the growth and development of a family.

Fatuma attended all these training sessions. To her the most vital part of the training was the establishment of kitchen gardens for a steady supply of vegetables. She took up the skills learnt and set up her family kitchen garden

"In the past I thought it was a waste of time and money to grow local vegetables that after all grow wildly. Hardly did I know that each vegetable had its own food value and that having a variety of vegetables was better for my family's health. Our daily family meals used to be delayed because I was often in my neighbours gardens looking for vegetables. The meals were also not well balanced as we mostly ate what was available. This changed after the trainings on establishment of kitchen gardens. I was able to establish my own kitchen gardens where I planted egg plants, Kale, and cow peas. Since then I have been able to harvest enough vegetables for my daily home use. I also sun dried some of my vegetables so that we have a supply during the dry season. I was also to sell some of my vegetables at Agonga trading centre and refugee settlement which earned me UGX 180,000. I used the money to buy bean seeds worth UGX 45,000 and planted half an acre. The beans earned me UGX 350,000. From the small daily sales, I have also been able to buy meat and fish for my family. In this way, we have been able to diversify both our diet and income sources," Fatuma said.

Ms. Fatuma now encourages her fellow mothers who are not members of her group to seriously consider having their own kitchen gardens if they want to feed their families better and earn side income.



JANGOKORO FOOD SECURITY PROJECT

AFARD implemented the project in Zombo district with funding from Manos Unidas. The project's overall goal was, "to contribute to inclusive and sustainable poverty reduction in Nebbi Catholic Diocese."

Project achievements

- The project worked with five farmer groups with 210 members and trained the farmer group members in VSLA methodology;
- Through the project two boreholes were drilled to serve the communities;
- A total of 25 Community Health Frontline Advisors (CHFAs – 50% females) were trained to support community sanitation and hygiene education, HIV Voluntary Counselling and Testing (VCT), and Natural Family Planning education.
- Additionally, the project also trained 10 mentors (50% females) who conducted five Functional Adult Literacy (FAL) classes for 243 learners (including 71 non-group members).
- The project introduced Irish potato farming as a business and provided improved seeds with training in good agricultural practices to the communities.
- Communities were also sensitized on human and women's rights and 10 petitions and accountability days held with the sub-county local government leaders on access to local government community development projects.
- The participatory close-of project assessment found out that:
- The five smallholder farmers groups were working together with their leaders and there was a sense of ownership and belonging among members of the groups.
- Access to safe water increased from 28% to 43% and 100% of group members homes had improved pit latrines with hand washing facilities. Disease burden decrease as medical cost dropped from over UGX 400,000 to less than UGX 100,000 per year.
- Comprehensive knowledge about HIV/AIDS increased from 94% to 100% and all group members tested and knew their HIV status.
- VSLA encouraged a savings culture among groups and provided capital for micro businesses.
- Irish potato production increased household income from UGX 1,701,000 to UGX 3,454,368. Household financial net worth also increased from UGX 3,317,146 to UGX 4,442,691.
- Asset poverty declined by 18% (from 77% to 63%); food security increased by 37% (from 66% to 90%) while women empowerment increased by 9% (from 57% to 62%).



YOUTH ECONOMIC EMPOWERMENT PROJECT (YEEP)

AFARD in partnership with Center for Governance and Economic Development (CEGED) secured funding from the European Union to implement a three year Youth Economic Empowerment Project (YEEP) in Pakwach, Zombo, and Arua district. The project goal was “to contribute to youth inclusive economic growth and poverty reduction in West Nile region of Uganda through sustainable and gainful employment opportunities.” YEEP formed 125 youth-led Village Savings and Loan Associations (VSLAs) with 2,500 members (66% females) and supported 1,551 youth start their own agribusinesses (horticulture and local poultry) while 883 youth and 66 youth joined non-farm vocational and formal employment respectively. The project also trained all the youth in entrepreneurship, life skills, advocacy, and financial literacy.

Project achievements

An independent end line evaluation found out the following:

- Increased youth entry into employment with 87% running their own enterprises.
- Increased adoption of good practices by the youth, 87% used GAP and 30% business management practices.
- Individual business value increased from UGX 119,000 to UGX 170,000; monthly income from UGX 25,000 – 46,000; duration of daily work hours from 4 - 5.6 hours and days worked from 4.7 – 6 days; and employed youth increased to more than 916.
- Household asset wealth increased from UGX 1,656,655 to UGX 3,959,992. This led to a 10% reduction in extreme poverty from 72% to 62%; Food security increased by 21% from 69% to 90%; and self-esteem measured using the Rosenberg scale increased by 29% from 67% to 90%. Women empowerment index increased from 0.4 to 0.7.

- With the newly skills, jobs, and reliable income, youth started having aspirations for a better future as their mindsets changed from waiting for help to self-reliance through hard work.
- Adoption of savings culture and planning for the future was strengthened as saving stamp values increased from UGX 500 to UGX 5,000 per week.
- Female youth reported reduction in their dependency on their parents/guardian/spouse to meet their personal needs (e.g., body lotions, and clothing).
- Accumulation of productive assets: 70% more youth bought mobile phones, 30% shoats (goats, sheep and pigs), 23% radios, and 21% mattresses.
- Increased uptake of nutritious foods with consumption of meat increasing by 34%, dairy products by 34%, and sugar by 32%.
- Improved quality of life: “Life has changed for the better” was a word echoed by many youth who also reported improved ability to pay for education (40%) and medical (36%) costs in private facilities.
- Access to government space and funds: 728 youths in 25 youth-led VSLA accessed UGX 100,231,000 from their local governments to expand their enterprises.



MANZO Youth Empowerment Project (MAYEP)

Self Help Africa (SHA) in partnership with AFARD secured funding from the European Union to implement the Maracha, Nebbi and Zombo (MANZO) Youth Empowerment Project (MAYEP), in the West Nile sub-region of Uganda. The overall objective of the project was to 'contribute to sustainable poverty reduction among youth in West Nile Region, Northern Uganda'. The project's specific objective was to 'increase access to employment/self-employment opportunities for 3,000 youth in Zombo, Nebbi, Maracha districts in West Nile Region.' The project formed 100 Youth Agribusiness Groups (YAGs) with 3,998 members (1,637 females). These YAGs had BTVET trained trainers (200 Young Model Farmers (YMFs, 30% females) and 200 Enterprise Skills Animators (ESAs, 60% females)). The peer trainers supported YAG members to develop seasonal business plans, establish learning sites, trained and mentored them in various skills and linked the YAGs to markets.

A total of 182 VSLA trainers (78 females) also underwent training on VSLA. The project established three district advocacy fora (with 90 members – 30 females) and seven sub-county youth advocacy fora whose members were trained in advocacy and policy influencing skills and supported to engage with local government officials on matters that affect youth employment.

Project achievements

An independent end line evaluation found out that MAYEP impacted the youth positively. It:

- Enabled 96% of youth to be employed in profitable agribusinesses.
- Increased the use of improved agricultural practices (pesticides from 3% - 80%, mulching 17% - 92%, and organic manure 51% - 100%) with increased production of tomato by 86%, onions by 228%, cabbage by 121% and piggyery by 9%.
- Increased seasonal agribusiness income by 77% from UGX 282,484 to UGX 573,791 (although males earned more (UGX 722,745) than females (UGX 429,237)).
- Increased the level of acquisition of livestock related assets (64% goats, 50% chicken, and 40% pigs).
- Increased female youth participation in decision-making on the use of incomes earned from 68% to 87%.
- Increased savings from 46% to 86%. The amount saved in the VSLA increased from UGX 37 million in year 1 to UGX 197 million in year 2 to UGX 231 million in year 3.
- Improved empowerment with approximately 98% of the youth citing feeling a sense of self-worth.
- Supported nine YAGs to access UGX 68 million from local government programs.



ORGANIZATIONAL PERFORMANCE

Governance:

During the year, two Board and two Committee meetings were held. Board members also conducted field visits to Yumbe, Zombo, Nebbi and Pakwach districts where they interacted with project stakeholders and provided corporate governance support to management. In fulfilment of one of its core functions, the Board in 2019 conducted AFARD's institutional audit through PKF. In addition, various project specific audits were also conducted by Dativa Associates for YEPP and MAYEP, KPMG for DAR3, and Jasper- Semi & Associates for Migration Project.

Human Resources Development:

Staffing increased from 54 in 2018 to 73 in 2019 (females 23 and 59 males). All staff were also provided medical and group personal cover by AAR & UAP respectively. In addition, 14 staff continued with long distance professional training in various institutions and fields while two staff were trained in Denmark by Danida in financial management and green growth and climate change respectively.

Asset Management:

Additional assets were procured under NURI, Panyango CDP, and RELIP. This included 18 laptops and six inbuilt desktops computers, one Canon photocopier, five printers, one Camera, five desks and chairs, one filing cabinet, two book shelves, one DT Motorcycle, and two solar units. In addition, Sage 2000 Accounting Software was also procured and the staff in finance department trained in its use.

Organizational Development:

To align the programme to financial planning and reporting, AFARD secured from URA a change in its accounting period from the July – June filling timeframe to January – December timeframe. This change led to the deferring of the renewal of tax exemption from July 2019 to January 2020. In addition, AFARD retained its membership and active participation in district and national networks, namely: Uganda National NGO Forum and District NGO Forum in Nebbi, Yumbe, and Moyo; PELUM-Uganda Chapter; Uganda National Aids Service Organizations (UNASO) and Network of AIDS Service Organizations in Nebbi; and Uganda Water and Sanitation NGO Network (UWASNET).

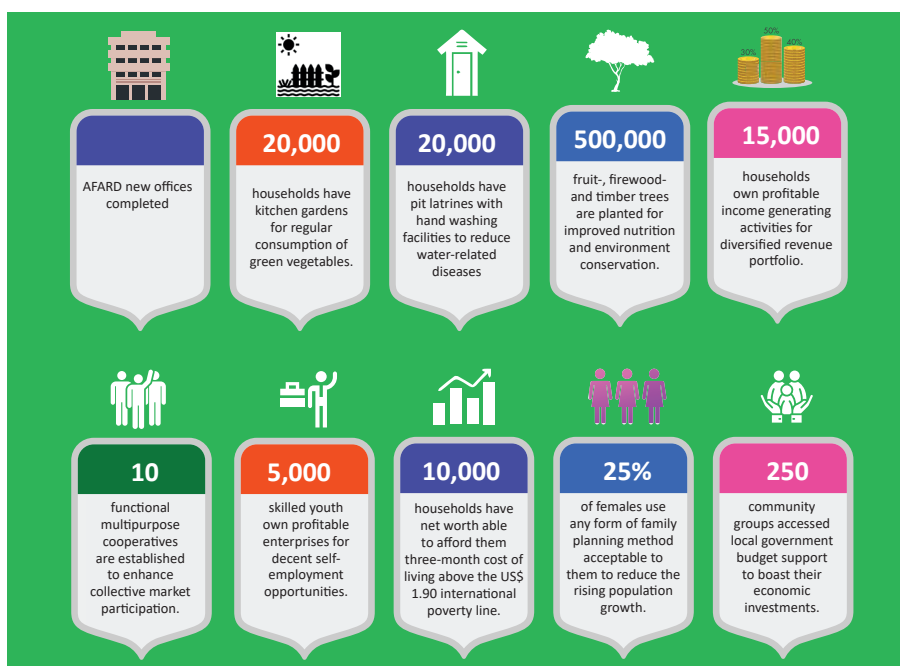
Management support:

During the year, Management supported staff performance and development through weekly staff meetings (145 in total) held in all AFARD offices together with eight project managers, four management, and two Project Steering Committee meetings. To improving on the quality and timeliness of financial and activity reporting, standard formats and timelines were developed and shared with staff. Coaching, team building, and periodic joint project planning, review and reflection meetings were held. Field-based backstopping in extension and group development were also provided. Staff were encouraged to adopt healthy living and periodic medical check-ups; and save, buy insurance and invest for personal development; and to strengthen spiritual growth, joint prayers, and spiritual counselling were conducted.

New strategic Plan:

From the lessons learned, the skills and expertise gained, and the systems and structures built have enabled AFARD to launch a new 6-year strategic plan (2020-25) that seeks to build 20,000 thriving and peaceful families (with 138,500 people (70% nationals and 30% refugees; 60% females, 25% youth, and 15% men) through:

- Nutrition-sensitive agriculture for more production and consumption of diversified foods;
- Inclusive market participation for decent employment in strategic agribusiness and vocational labor markets; and
- Voice and accountability for responsive and people-centered decentralized local governance.





FINANCIAL PERFORMANCE

Revenue Performance

In the reporting year 2019, AFARD mobilized UGX 4.1 billion. Donor funds accounted for 83% and 17% of the revenue came from local sources (self-financing mechanisms, mostly from members' contribution). The main donors were: Danida (40%), ADA (11%) and AWO International (10%).

However, the revenue for 2019 reduced by 10.9% (UGX 4.1 billion) compared to the 2018 budget of UGX 4.6 billion. This is attributed to the completion of five projects (YEPP, MAYEP, ENCDP, JFSP and Secure livelihoods for refugees and host communities) in 2019. Furthermore, the share of donor funding has continued to positively decline over the years from 91% in 2017, 92% in 2018, to 83% in 2019 in line with the Board's ambition of building a financially stable AFARD.

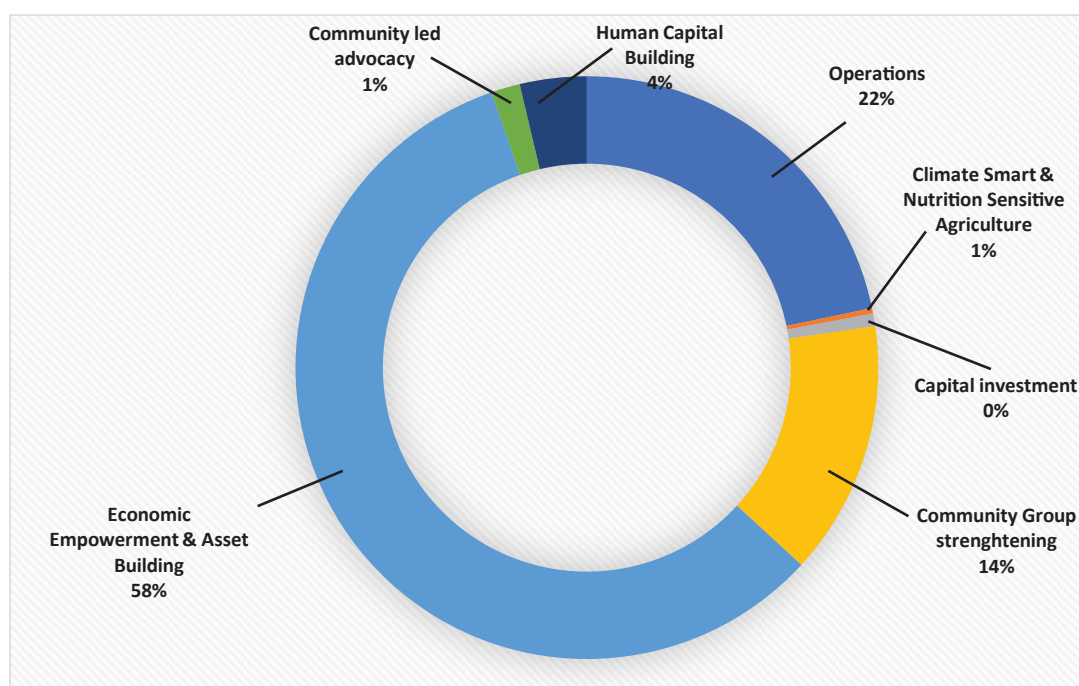
Total revenue by sources, 2018-19

Revenue sources	2019	2018
Kinder Not Hilfe (KNH)	212,876,023	305,630,504
Danida	1,633,480,750	859,236,000
Private Sector Foundation Uganda	13,826,735	16,500,000
Sall Family Foundation	320,875,000	320,863,973
European Union through SHA	43,294,724	404,844,958
European Union	67,547,000	58,191,190
Manos Unidas	80,934,770	143,675,470
Austrian Development Agency/HORIZONT3000	448,675,061	819,208,655
Food and Agriculture Organisation of the UN (FAO)	77,488	62,921,050
AWO International-SSF	189,740,000	103,819,588
AWO International-RELIP	236,332,584	
AFARD (Local Revenue)	703,331,613	330,847,000
TOTAL REVENUE	4,128,801,042	3,425,738,388

Expenditure Performance

During the year AFARD mobilized UGX 3.5 billion. This together with UGX 0.54 billion carried forward from 2018 constituted the UGX 4.1 budget for 2019. Of the total budget, total expenditure amounted to UGX 3.9 billion (95% budget depletion). Most of the unspent funds that will be carried forward to 2020 accrued from early disbursements of UGX 120 million by BMZ-AWO International for RELIP and 370 million by Sall Family Foundation for WENAGIC project. Out of the total expenditure of UGX 3.9 billion, UGX 3.6 billion was spent directly on projects and UGX 0.27 billion on administrative cost.

Budget allocation, 2019



Project Audit

To ensure efficiency, transparency and accountability in resource mobilization and utilization as well as regulatory compliance with Board policy, donor requirements, and Ugandan laws, the Board of Directors operates a dual financial audit process. It conducts its own integrated financial audit by an internationally certified audit firm and allows individual project donors to conduct their own independent audits. The 2019 institutional financial audit was conducted by PKF Auditors. Specific project audits were also conducted for YEPP, MAYEP, DAR3 and Migration Project by Dativa Associates, KPMG, and Jasper- Semi & Associates respectively. All the audit findings indicated low risk with regards to the strategic direction, financial control, regulatory and reporting compliance, and corruption and fraud. See next page for PKF opinion and our website (www.afard.net) for the full report.

REPORT OF THE INDEPENDENT AUDITOR TO THE BOARD OF DIRECTORS OF AGENCY FOR ACCELERATED REGIONAL DEVELOPMENT (AFARD).

Opinion

We have audited the Fund Accountability Statement of Agency for Accelerated Regional Development (AFARD for the year ended 31 December 2019 and the notes to the Fund Accountability Statement including a summary of significant accounting policies as set out on pages 16 to 23.

In our opinion, the accompanying Fund Accountability Statement presents fairly in all material respects the income and expenditure for the year ended 31 December 2019 in accordance with modified cash basis of accounting described in note 2(a) to 2(f).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Fund Accountability Statement section of our report. We are independent of the organisation in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) together with the ethical requirements that are relevant to our audit of the Fund Accountability Statement in Uganda, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of matter- Basis of preparation

Without qualifying our opinion, we draw attention to accounting policy Note 2(a) of AFARD's Fund Accountability, which describes the basis of preparation. The Fund Accountability Statement was prepared to assist AFARD management to report to the members and its donor on the organization's financial performance and status.

Other information

The board is responsible for the other information. The other information comprises the report of the management, the schedule of expenditure and any other reports that comprise the annual report but does not include the financial statements and our auditor's report thereon.

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Partners: Charles Oguttu*, Frederick Kibbedi*, Alpesh Vadher**, Piyush Shah**, Gurmit Santokh**, Sumesh D'Cruz**, Ketan Shah***, Shilpa Cheda***
(*Ugandan, ** Kenyan, *** British)

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Our opinion on the Fund Accountability Statement does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the Fund Accountability Statement, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Board of Directors for the financial statements

The board is responsible for the preparation of the Fund Accountability Statement in accordance with the accounting policies set out in note 2 and for such internal controls as the directors determine is necessary to enable the preparation of Fund Accountability Statement that is free from material misstatement, whether due to fraud or error.

In preparing the Fund Accountability Statement, the directors are responsible for assessing the organization's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the organisation or to cease operations, or have no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the organization's financial reporting process.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the Fund Accountability Statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this Fund Accountability Statement. As part of an audit in accordance with International Standards on Auditing, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:


- i. Identify and assess the risks of material misstatement of the Fund Accountability Statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from


error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- ii. Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organization's internal control.
- iii. Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management.
- iv. Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the organisation to cease to continue as a going concern.
- v. Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

The engagement partner responsible for the audit resulting to this report of the independent auditor is:



 Charles Oguttu (P0141)
Engagement Partner


Certified Public Accountants
Kampala
 Date 12/5/2020
 Ref: CO/AO76/093/2020



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