



Agency for Accelerated Regional Development
(AFARD)

CAPABILITY STATEMENT

2012



Prepared By
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WHO WE ARE

A.1 History

The Agency for Accelerated Regional Development (AFARD) is a local, not-for-profit, non-denominational, non-governmental organization (NGO) formed in July 2000 by professional sons and daughters of West Nile. AFARD's formation was motivated by numerous reasons. First, West Nile is located in the poorest northern region of Uganda with a total population twice the national average living below the daily US\$1.25 poverty line standard. Second, many development interventions have been external to local context leaving behind a people hardly changed. Third, given the hitch of democratic centralism, the people are simply subjects and not citizens of the state. Finally, that many sons and daughters of the region prefer to work elsewhere (human resource flight) limited innovations and enthusiasms to work for self-development.

A.2 Legality

AFARD is registered with the National NGO Board under the NGO-Registration Statute, 1989 as an NGO (Reg. No. S.5914/3753). It is also registered with the Registrar of Companies under Companies Act as a Company Limited by Guarantee (Reg. No. 45170).

Besides, AFARD is also a member of many networks, namely:

- Uganda National NGO Forum;
- Participatory Ecological Land Use and Management – Uganda Chapter (PELUM);
- Uganda Water and Sanitation NGO Network (UWASNET);
- Uganda National AIDS Services Organizations (UNASO);
- District NGO Forum in Nebbi, Yumbe, and Moyo Districts; and
- Nebbi AIDS Services Organization Network (NASON).

A.3 Drivers

AFARD is driven by its impact-oriented vision, mission, objectives and ethical values/principles as are summarized in Table 1 below. Our work is guided by the philosophy that:

- People know their problems better;
- It takes hard work to live a better life;
- Donors are friends **en route** to beneficiaries' desired ends;
- Poor people lead holistic livelihoods and support to them should be cognizant of this fact;
- Change is gradual; involving time, hard lessons, openness, and flexibility; and
- Capacity building can neither be rushed nor pre-determined.

Table 1: AFARD's Functional Mandates

Values/Principles <ul style="list-style-type: none">• Respecting human dignity, equality, justice, and freedom.• The enshrinement of the empowerment approach to development ;• Local ownership by beneficiaries of whatever initiatives they are involved in;• Use of participatory methodologies;• Reliance on local resources including ITK, human and physical resources;• Localizing research aimed at generating local area sensitive interventions;• Genuine partnership based on mutual trust, respect and honesty;• Linkage and collaboration with like-minded stakeholders; and• Transparency and accountability.	Vision	A Prosperous, Healthy, and Informed People of West Nile.		Impact
	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 region.		
	Strategic focus	We envision: First, active citizens who are able to sustainably and equitably: <ul style="list-style-type: none">• Eat adequate nutritious foods – Food Security;• Live in descent homes and accumulate adequate financial and material assets – Economic Security;• Suffer less from preventable morbidity and mortality – Health Security;• Attain literacy and marketable skills – Education security;• Exhibit voice and choice in the governance of their groups; and communities - Good governance security.• An AFARD that is visible, impacting, and less donor dependent.		
	Thematic Areas	<ul style="list-style-type: none">• Food and income security• Human development• Good governance• Organizational development• AFARD sustainability development Cross cutting issues -Gender -Environment -HIV/AIDS	Key strategies <ul style="list-style-type: none">• Technical and managerial skills development• Participatory action research• Resource mobilization• Information gathering and dissemination• Advocacy• Networking	Outcome
	Main beneficiaries	<ul style="list-style-type: none">• Community based groups/Village Associations.• Marginalized fishing & farming communities• Orphans and Vulnerable Children (OVCs)• Persons Living with HIV/AIDS (PLWA).• Women council structures• Lower local governments		
	System	<ul style="list-style-type: none">• Board regulation• Management operational guidelines – human resources, finance and administration, monitoring and evaluation, and project guidelines.• Strategic plan• Action plans and budgets.		Operations
	Structure	<ul style="list-style-type: none">• The Board of Directors.• The Management team.• Independent partner groups.		
	Alliances	<ul style="list-style-type: none">• Donor community.• Local governments.• Private sector institutions.• Civil Society Organizations and networks.		

A.4 Governance and Management

AFARD is managed according to its Memorandum and Article of Association. At the policy level there is a 5-person gender-sensitive Board of Directors that consists of credible and professionally respected, trusted and experienced public figures including the current Archbishop of the Church of Uganda, His Grace, Henry Luke Orombi, Justice Flavia Anglin Senoga (a Judge of the High Court of Uganda), Rt. Rev. Dr. Sabino Ocan Odoki (the Bishop of Arua Catholic Diocese), Mr Kura Vasco, and Ms Gloria Royce Androa. The Board has a Board Secretary who is a practicing high court advocate and solicitor and the Founder Members are represented on the Board by Dr. Samuel Orochi Orach (the Executive Secretary, Uganda Catholic Medical Bureau).

The Board's policies are implemented by a technical and professional team of well trained, exposed and experienced practitioners in the areas of Development Management and Research, Agriculture, Health, Business Development, Governance, and Finance. This team is composed of 37 permanent staffs headed by the Executive Director assisted by the Programmes Manager, Business Development Manager, Monitoring and Evaluation Manager, and Finance and Administration Manager. Annex 1 provides a brief summary of the staff qualifications.

A.5 Outreach

Table 2: AFARD's 2012 Projected Programme Outreach

Projects/Programmes	Males	Females	Total	Women and % of total	Channels	Districts covered				
						Nebbi	Zombo	Arua	Yumbe	Moyo
Engendering Decentralized Development Project (EDDEP)	329,606	357,074	686,680	59%	23 lower local governments	X	X	X	X	X
WENDI Programme	35,612	37,573	73,185	51%	81 groups	X	X	X	X	X
Increasing West Nile Smallholder Farmers' Agricultural Productivity	35,612	37,573	73,185	51%	81 groups	X	X	X	X	X
Fisher Community Anti-AIDS Project (FICAP)	28,381	30,734	59,115	52%	8 Fishing Villages	X				
Payera Community Development Project	2,768	2,999	5,767	52%	2 lower local governments	X				
Jangokoro Food Security Project	705	718	1,423	50%	5 groups		X			
Mainstreaming Rights to Food in sub-national plans	829	535	1,364	39%	178 parishes	X	X		X	
Nebbi Inclusive Development Programme	200	200	400	50%	1 LLG	X				
TOTAL	442,145	477,374	919,519	52%						

With its regional headquarters in Nebbi Town and a sub office in Yumbe, AFARD is currently operating in twenty eight lower local governments in the five districts of Nebbi, Zombo, Yumbe, Arua, and Moyo in West Nile. In all, we are reaching out directly to about 37% of the 2.5 million people in the region. Of importance is that these are people with high livelihood insecurity due to both political and geographical marginalization.

WHAT WE DO

B. 1 Living in West Nile

A quick look at the life of the people in West Nile is summarized in the table below. Majority of the people are rural, income poor, financially excluded, largely illiterate and they die too young. Their preoccupation is in subsistence farming yet they are food insecure.

Table 3: Key indicators

Key Indicators	Uganda	W. Nile
Total Population (in million)	32	2.5
People living in rural areas (%)	87.3	90.0
People living below US\$ 1.25 (%)	25	46
Financially included (%)	70	43
Food secure (%)	72.4	44.2
Literacy status(%)	69.0	58.9
Employed in subsistence farming (%)	67.8	81.0
Life expectancy (years)	52.0	46.2

This state of affairs is better depicted in the captioned photos below.



A TYPICAL HOMESTEAD

The most common type of housing unit (95%) in West Nile region is the grass-thatched roof and mud wall temporary houses. A few households have chairs made from timber. Majority sit on logs, goat skins or on the bare ground. The people sleep on papyrus mats that they spread on the house floor. The wrappers “kitenge” that women wear also double as bed sheets. But many people use the very papyrus mat for both sleeping on and part of the roll for covering themselves. Mosquito nets are a luxury.



FOOD AND NUTRITION

It is uncommon to think of eating two decent meals a day. One meal –often supper- a day is the norm. Besides, there is no preferential treatment regardless of status – the sick, old, breastfeeding mother, or even children. Many people now eat foods that were known as “foods for lepers”. For instance, many households now eat the tiny silver fish (locally known as “muziri”) as the best dish one can have simply because they lack the money with which to buy the preferred tilapia and Nile perch. Meat is often eaten during Christmas or on funerals. And the once proud community with open door food policy is long gone. Greed has taken over as few people eat with their supra family members.



ACCESS TO SAFE WATER AND SANITATION

Safe water is a luxury. Few safe water points exist in many villages. The few boreholes have regulations of access imposed on them. In Murusi, for instance, a household is entitled to 40 liters of water every three days. And the queuing starts as early as 2-3 am. Thus, many homes use water from unsafe streams. During dry seasons, women compete with baboons and monkeys for water in rock creeks. And many homes do not have safe sanitary facilities like latrines, bath shelters, and garbage pits. As such, many nearby bushes are littered with human faeces. Thus, cholera outbreak is an annual occurrence. Diarrhoea is among the leading causes of sickness.



HIV and AIDS

Only five in ten people rightly know HIV as a virus. Many high-risk transmission and prevention methods associated to wife inheritance, casual unsafe sex and mother-to-child transmission are unknown. Age at first sex and age at first marriage are as low as 12-15 years. Youths are encouraged to experiment with multiple partners before marriage. Virginity has lost its meaning and parent-child sex education and couple communication are weak. Stigma and discrimination of Persons Living with HIV and AIDS is high in many communities. And access to biomedical services is limited.



EDUCATION

The colonial labor reserve policy coupled with the bad post-independence administration as well as the military turbulence of 1979 – 2003 created many educational lost generations. Only five in ten people can read and write. Many illiterate parents are only transmitting no education to their children. Moreso, many children have to walk more than 5Km to the nearest school. Girl children are also disfavored by such policy blinded added to social biases towards boys' education. With classrooms conducted under trees, during rainy seasons (for almost half of the year) there is no active school participation. It is therefore normal that the region tails in annual national examination.



INCOME GENERATION

Without the requisite education for gainful salaried employment, majority of the people (nine in ten) depend on farming. Growing of crops and rearing of small ruminants is the norm. But the farming practices are subsistence oriented. Most of the technologies (inputs, skills and practices) used are indigenous. Access to government extension services that favor the already rich (termed as contact farmers) is a night mare for many peasants. Thus, majority of peasants depend on historical cash crops such as cotton, coffee, and tobacco with extremely low input-output ratios let alone being labor intensive and less paying. No doubt the average after-harvest income range between UGX 20,000-200,000.



WEAK ASSET BASE

Another means of earning income is by selling labor. A whole day's work earns a miserable UGX 1,000 (USD 0.4). Meanwhile, majority of households are diversifying their livelihoods by taking up petty businesses but these businesses are characterized by low volume, product duplications, poor branding, credit sales, product seasonality and above all very low profit margins, if any.



GOOD GOVERNANCE

Uganda has a decentralized governance system. Yet effective leadership, citizen participation and accountable government remain wanting. The gap between elected leaders and their constituencies is wide. Grassroots communities, especially women, hardly partake in the co-governance of their areas. Plans and budgets are made top-down; often with central government dictates in disregard for people's aspirations. And accountability is taken for witch-hunt. Thus, the people who are governed hardly know the affairs of their governments.



QUALITY OF LIFE

Many of the people in West Nile are living a life of desperation in violation of their human rights to a dignified life. They are toiling for a day-to-day "hand-to-mouth" lifestyle. The future we claim should be better for all seems too far to think and talk about for them. Many people live in insecure and vulnerable livelihoods where parents only transmit poverty to their children; and their children to their grandchildren; a true manifestation of "integrated aspiration failure trap".

B.2 Our impact centers

Arising from the endemic insecure livelihoods in West Nile, AFARD envisions active citizens who are able to sustainably and equitably with food, economic, health, and education securities and good governance. These are depicted in the web of focus below in figure 1. Important to point out here is that we strategically intervene through a capacity building approach that aims at community organization for self development. This is attainable by focusing interventions at impact areas using relevant thematic programmes. This is in line with AFARD's desire for a result driven approach.

Figure 1: AFARD Intervention Focus





The interdependence of these different areas of focus is summarized below.

Table 4: AFARD's Programme Thematic Synergy Analysis (how various component benefits each other)

	Food Security	Economic Security	Health Security	Education Security	Good governance
Food Security		<ul style="list-style-type: none"> - Increases household incomes - Increases asset base - Enables economic diversification 	<ul style="list-style-type: none"> - Reduces malnutrition - Reduces sicknesses - Reduces death rates - Reduces medical costs (time, money, stress, harmony) 	<ul style="list-style-type: none"> - Increases educational participation of children - Makes time available for girls to attend and remain in schools - Promotes better performance 	<ul style="list-style-type: none"> - Improves family harmony - Facilitates joint family planning - Provides time to participate in local governance
Economic Security	<ul style="list-style-type: none"> - Increases access to better production inputs - Increases food affordability - Improves ability to diversify diet 		<ul style="list-style-type: none"> - Improves access to better health services - improves ability and prestige to have a safe home with sanitation facilities 	<ul style="list-style-type: none"> - enables access to better education services - Increases parental support to education - Enables community to fund education locally 	<ul style="list-style-type: none"> - Improves family harmony - Promotes equity in resource sharing - Strengthens voice of communities in local governance - Reduces political manipulation
Health Security	<ul style="list-style-type: none"> - Increases labour productivity - Improves nutrition knowledge and practice 	<ul style="list-style-type: none"> - Reduces cost of treatment - Improves household savings and investment 		<ul style="list-style-type: none"> - Improves participation and performance 	<ul style="list-style-type: none"> - Provides time to participate in local governance - Promotes social harmony and cohesion
Education Security	<ul style="list-style-type: none"> - Improves adoption of best practices for increase productivity. - Improves nutrition knowledge and practice - Promotes equity in food sharing practices 	<ul style="list-style-type: none"> - Improves self-employment - Improves waged or salaried employment - Improves business management practices - Promotes free economic mobility 	<ul style="list-style-type: none"> - Improves sanitation and hygiene as well as health seeking behavior which leads to reduction in preventable diseases. 		<ul style="list-style-type: none"> - Increases political participation - Improves organizational leadership - Promotes accountability
Good Governance	<ul style="list-style-type: none"> - Promotes fair resource allocation to the vulnerable 	<ul style="list-style-type: none"> - Promotes better policies and services delivery 	<ul style="list-style-type: none"> - Promotes better policies and services delivery - Promotes fair resource allocation to the vulnerable 	<ul style="list-style-type: none"> - Promotes better policies and services delivery - Promotes fair resource allocation to the vulnerable 	

B.3 Strategic Activities

From its inception in July 2000, AFARD has been engaged in a number of activities that are based on local needs and AFARD's expertise and competitive edge. These activities are implemented using participatory approaches right from needs identification through execution to monitoring and evaluation. To date, we have identified and are engaged in niche areas from which AFARD's has gained:

- Core personnel competencies;
- Clear participatory, evidence-based, long-term impact oriented and self-reliance building strategies;
- A culture of innovativeness, transparency and accountable partnership with donors and beneficiary communities;
- Commitment to risk-taking by venturing into feared areas with a listening ear, learning attitude, and adaptive management;
- Heightened community self-reliance drive for own development; and
- Legitimacy, credibility, and acceptance among local government officials and communities.

Below table 5 presents a summary of the activities we are engaged in.

Table 5: Summary Strategic Activities and Lessons therefrom

Themes	Core activities
Sustainable agriculture enhancement 	<p>Improved access to agro-technologies: Entails improving farmer-extension-researcher linkages through the provision of improved agro-technologies (high-value crops and livestock together with routine timed field-based extension services).</p> <p>Provision of nutrition education: This is given to women (the main holders of household foods) and their spouses (the chief allocators of foods) in order to improve food acceptability and sharing practices given that many people in West Nile are tied to traditional foods and feeding practices that rejects many nutritious non-traditional foods and bars women and girls access to some food types.</p>
Microenterprise development 	<p>Production for the market: In order to ensure adequate food access from the market as well as economic security to buffer food shocks, we are promoting the oilseed subsector (simsim and soya beans) through market driven production. Group members produce collectively and sell in bulk in order to reduce transaction cost, attract big buyers and better prices and ably increase their individual self-employment and productivity, households' incomes and groups financial sustainability.</p> <p>Value-addition to smallholder farming: Focuses on improving production-market chain. Gari technology, maize milling and rice hurling are acting as stimulants for increased production and incomes.</p> <p>Community microfinancing and microenterprise development: Caters for the integration of entrepreneurship development and group savings and credit schemes. Beneficiary organizations are facilitated to mobilize funds locally for their Group Loan Fund. They are also provided with income generation activity management skills as well as credit management skills.</p>



Themes	Core activities
Safe water and sanitation 	<p>Provision of safe water points: This targets water scarce communities with seasonal streams or water from rock creeks. For every safe water point, a facility management committee is established and trained in community based financing system in order for them to sustainably undertake operations and maintenance transparently and accountably using monthly user fees' contributions.</p> <p>Safe sanitation chain management promotion: Entails community education by local change agents and community policing built on "agreed upon model home standards embedded in a bylaw" (approved by the sub county local government council). The promotion slogan is, 'our health, your responsibility'.</p>
HIV/AIDS prevention and mitigation 	<p>HIV/AIDS prevention: Behavior change communication and education is anchored on peer educators-cum-counselors outreach and education using multi-channel communication approach. Key messages are researched and customized to local situations. By promoting combination prevention approach we focus on "Know your status; Live Responsibly".</p> <p>Strengthening Community Care and Support for Persons Living with HIV/AIDS (PLWA) & Orphans and Vulnerable Children (OVCs): Mitigating the effects of HIV/AIDS is complex. No donor can support this forever. AFARD promotes a collective community approach through Post Test Clubs where people who have tested HIV-positive and HIV-negative join efforts to stimulate collective solidarity. Through counseling and economic empowerment they support access and adherence to ART by PLWA and education participation for OVCs in schools.</p>
Education support 	<p>Promotion of education participation of children: Future resilience to livelihood shocks and stresses lie in the ability of the current children to have requisite knowledge and skills. This requires adequate access to education services now provided under the universal primary and secondary education policy. AFARD supports this process by building and equipping classroom blocks, constructing teachers' houses and VIP latrines, and providing rain water facilities. This is complemented by social mobilization of parents to support education, education by-law to cajole negligent parents and children, and role modeling to ensure children commit to their education whatever the huddles than for girls to strive for "kitchen graduations".</p>
Good governance 	<p>Citizenship building: The Constitution of Uganda puts power in the hands of the people. Yet many Ugandans are not aware of their rights and responsibilities in order to claim them from the various duty bearers. Thus, we focus on making people aware of their human rights to development as well as how to claim them.</p> <p>Leadership development: To ensure that elected leaders in decentralized governance are effective in delivering their mandated roles and responsibilities, AFARD provides political capability building support in a manner that enables leaders to know their roles, execute them, and routinely assess their performance.</p> <p>Engendering governance: To promote gender equality, we strengthen women leaders to widen political space for and entitlements of grassroots women in local government budget cycle through skills training, participatory M+E, information sharing, alliance building, technical and financial backstopping, and advocacy.</p> <p>Bottom up development of democracy: In our work with community organizations we delve into ensuring organizational sustainability, by promoting the culture of co-management in groups between leaders and members through building of institutional and managerial competencies.</p>

MONITORING, ACCOUNTING, AND LEARNING STRATEGIES

As a young organization keen to provide local context sensitive services that customizes good indigenous and modern knowledge and practices, we are keen to monitor our actions primarily to account and learn so as to reflect on what works. This approach explains in part why AFARD's programme designs are based on past lessons.

To ensure that interventions are on track, correctly accounted for, and adequately learnt from, the following actions are undertaken:

- Joint planning and budget reviews with beneficiary organizations
- Weekly staff meetings
- Routine reporting of activities, progress, and finance.
- Monthly meetings of beneficiary organization leaders and members.
- Routine home and field visits by AFARD staffs.
- Periodic on-spot visits by AFARD Board and local government officials.
- Quarterly BO reviews by AFARD Field Officers and Finance staffs.
- Quarterly District Network meetings
- Periodic organizational development and model home compliance assessment
- Annual financial audit by a Certified Audit firm.
- Bi annual Board meetings and periodic committee meetings

However, to ensure that the lessons learnt from the monitoring exercises are effectively used, AFARD undertakes knowledge sharing with partner communities, local governments, donors, peer agencies, and the Board through various ways, namely:

- During trainings of and meetings with members of beneficiary communities.
- District Network meetings with leaders of beneficiary communities.
- Participation in district sector meetings.
- Inter beneficiary community exchange visits
- Sharing of quarterly and annual performance reports
- Debriefing meetings of government leaders
- Weekly staff meetings
- Joint planning and reviews with beneficiary communities
- Writing best practices articles in magazines and newsletters.
- Regular posting of its reports on its website.

TECHNICAL COMPETENCIES

AFARD has a 37 person technical team with vast 3Es- Expertise, Exposure and Experience as is summarized below in table 2. As annex 2 shows, of the 13 Programmes Staffs a total of seven are degree holders and two are upgrading their diploma into a degree status. Meanwhile of the 4 Finance team three are degree holders and the remaining one is upgrading her diploma into a BBA degree. Inherent herein is that AFARD believes that its human resource is very valuable for its continued existence and success as well as its best guarantee and assurance of quality service delivery.

Table 8: Managers and their Qualifications

Names of Managers	Position	Qualifications
Dr. Alfred Lakwo	Executive Director	Ph.D (Social Sciences)
Wilfred Cwinyai	Monitoring and Evaluation Manager	MSc (Rural Development)
Florence Candiru	Finance and Administration Manager	CPA (on-going); B.Com (Acc)
Daniel Godswil	Business Development Manager	B.Com (Marketing)
Flavia Vuni Julie	Yumbe Team Leader	BA (Development Studies)

LOGISTICAL CAPACITY

Over the years AFARD has invested wisely to ensure that it has adequate logistics to effectively deliver quality services to the deserving communities in West Nile. As figure ??? shows the steady growth in asset value from nothing in 2000 to over UGX 770 million, to date we are proud to having adequate:

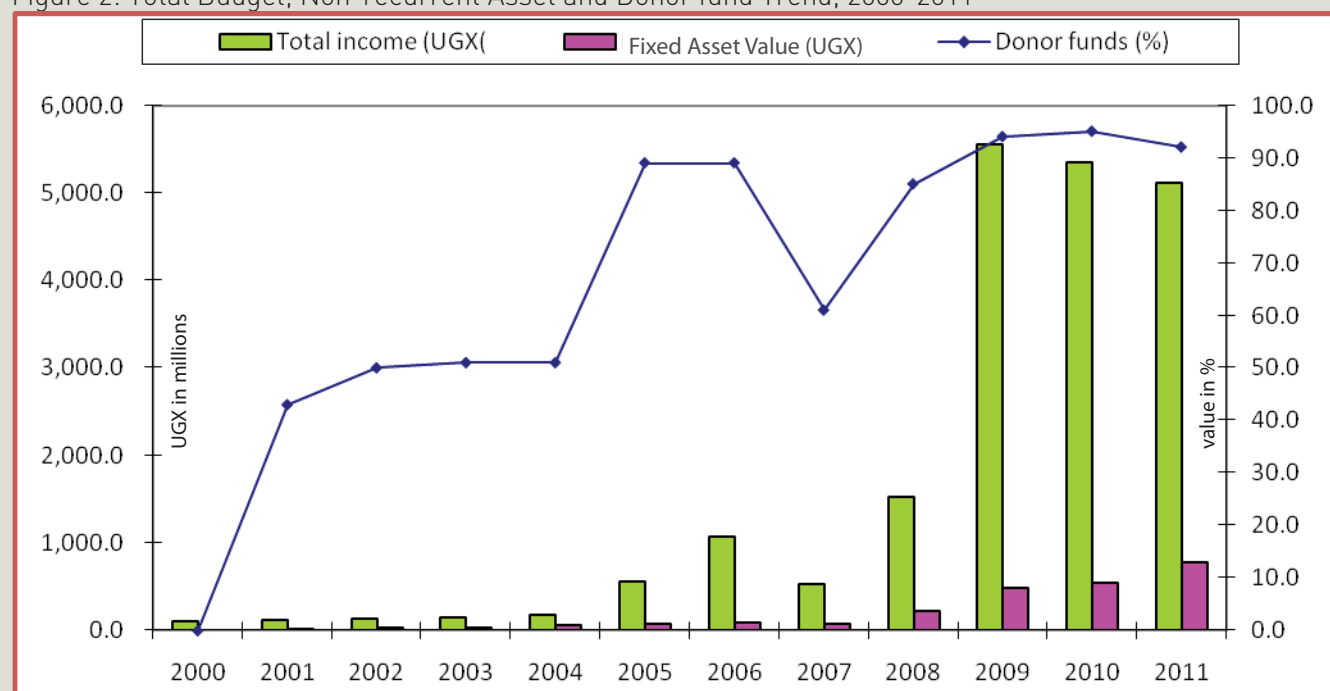
- Office space built on own land in Nebbi (the HQ) and Yumbe (the satellite) with steady power source (15KvA generator and solar system), internet and telephone connectivity, and furniture.
- Means of transport – four 4WD vehicles and 12 motor cycles for field engagement and a lorry to support produce bulking and marketing.
- Facilities and software for our work – documentation and data management.
- A 32 acre piece of land for future use.

FUNDING EXPERIENCE

H.1 Budget Outturns

AFARD has been in operation since 2000. Thus we have been able to manage both small and large project funds from small and big foundations alike. Our funding capacity has continued to grow over the years. From as low as a total budget of UGX 110 million in 2000, we have attained a steady peak of UGX 5 billion from 2009 to date (see figure 1 below).

Figure 2: Total Budget, Non-recurrent Asset and Donor fund Trend, 2000-2011



H.2 Allocative Efficiency

In spite of the increasing budget turnover, we have maintained a comparatively low per capita cost as compared to other similar programmes. For instance, while in 2011 we had about UGX 15,000 per year (see table 6 below), our programme was cheaper as compared to UGX 75,000 under NAADS' food security component (cost excluding personnel and administration costs).¹ Second, we have cautiously maintained a low administrative cost that enables us to allocate much of our resources into direct project cost.

Table 6: AFARD's Annual Cost Per Beneficiary

Years	Outreach	Total Budget (UGX)	Per capita allocation (UGX)	Administrative + personnel cost (%)
2005	14,912	559,859,043	37,544	11%
2006	225,746	1,076,208,636	4,767	14%
2007	229,811	525,898,872	2,288	25%
2008	435,439	1,520,265,315	3,491	15%
2009	270,571	5,558,656,941	20,544	10%
2010	755,454	5,355,003,238	7,088	9%
2011	403,602	5,121,206,139	12,689	14%

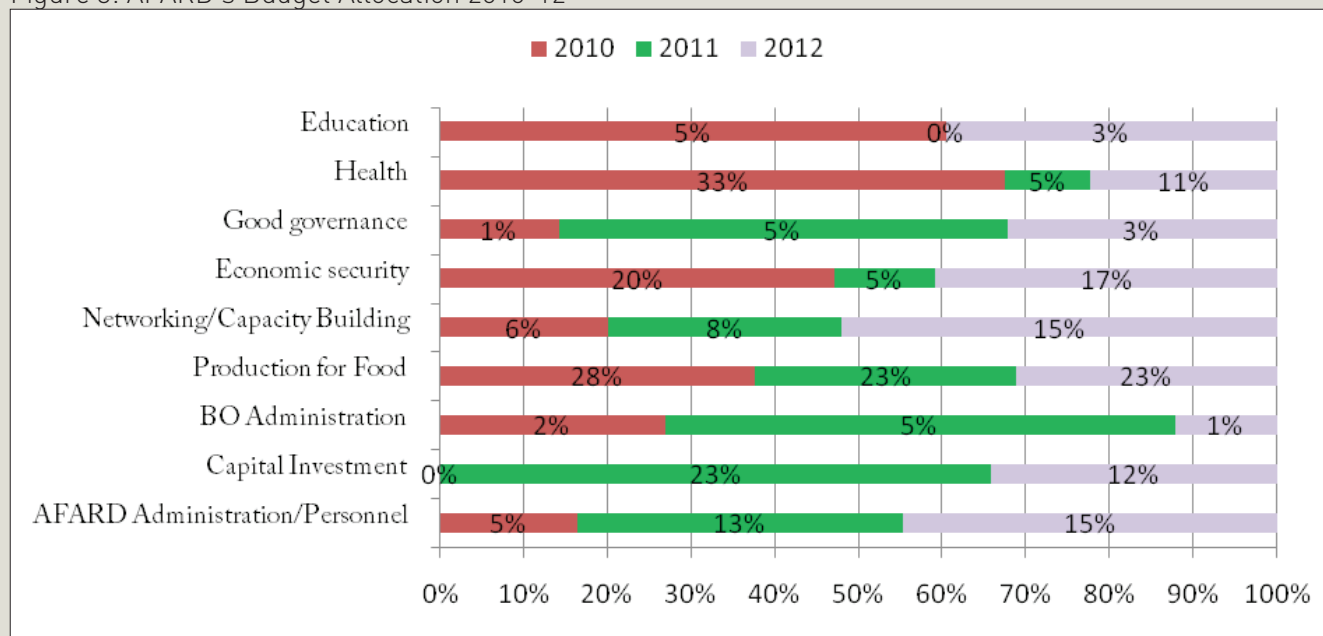
H.3 Sector Allocations

"Where does our money go?" This question is pertinent to answer in order to show that our beneficiaries truly receive what is due to them. Other than what table 6 above shows that overall our direct project cost supersedes our overhead costs, evident below in figure 2 is that we rationally allocates our funds into key result. Such an allocation is based on the graduation model that AFARD adopted. Within the complex web

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

of our focus there is need for “first things first”. For instance, food security deserves priority if a sound foundation to save and invest is to be attained. Yet doing so will require not just investing in better agro-technologies. It also calls for addressing health security wherefrom labour productivity is derived.

Figure 3: AFARD’s Budget Allocation 2010-12



H.4 Financial Audit

AFARD maintains a tight but transparent financial management practices. Budgets are developed participatorily with stakeholders and approved budgets are shared not only with donors but also with local governments, beneficiary organisations and peer agencies. Meanwhile, our Finance team audit partner agencies, annually the Board of Directors independently engage a comprehensive audit of final accounts by reputable audit firms.

Over the year, our integrated and project based financial accounts have been audited by independent and credible certified audit firms namely:

- Deloitte and Touche (U) Ltd
- KPMG
- DAVITA & Associates
- Jasper-Semu & Associates
- Lawrie Prophets & Co.
- IKA and Associates

Pivotal to point here is that to date AFARD has experienced neither fraud nor financial blacklisting. We maintain a transparent financial reporting system to multi-stakeholders among who are beneficiary organizations, local governments, NGO Forum, peer agencies, and donors.

ORGANIZATIONAL AUDITS

We are desirous that AFARD grows in tandem with acknowledged best practices. To ascertain such a growth (compliance and capacity needs) we annually use the National NGO Quality Assurance Mechanisms (QuAM) developed in 2006 by the National NGO Forum and DENIVA. The QuAM provides the Code of Honour for NGO certification.

From 2008 when the annual internal assessment started, AFARD has continued to make impressive inroads in its compliance status. For instance, while in 2008 there were deficits of 11 indicators (43/54 score) indicating a compliance status of 80%, in 2009 the number of deficit scores declined to only 4 indicators (50/54) representing a compliance status of 93%. In 2010, this status improved with a further reduction in deficit scores to only 2 indicators (52/54) representing a compliance status of 96%. This same status, 96% was also attained in 2011. Armed with this confidence, in 2011 we applied for certification by the District QuAM Committee and are waiting for their assessment.

In 2012, we have also conducted the Accountability Self-Assessment exercise using the UWASNET 2011 Accountability Toolkit for WASH CSOs that covers accountability basics, accountable governance, accountable programmes, and accountable resource management. Impressively we scored 34/35 (97%). This is a sign that AFARD is committed to being accountable in its operations both within and with other external stakeholders.

AFARD SUSTAINABILITY BUILDING

Figure 3 above shows that by and large AFARD has over the years over relied on donor funds for its operations. While this a good sign of donor confidence, it is a “high risk donor dependency” in the current wake of global economic recession, donor directed projects, and particularly for West Nile with the withdrawals of many development agencies into greater north proper had since 2008 inspired the Board to optimistically explore how to increase local resource base. By asking, “How can AFARD continue to work towards achieving its vision given the inadequacies and uncertainties associated with its current funding base?” It became urgent that for AFARD to be sustainable, it has to be: 1) financially stable - generate enough finances locally; 2) institutionally viable - have right policies, plans, staffs, and logistics; 3) producing enduring impacts - lasting impacts in its primary stakeholder.

In 2011, **a Business Development Plan (BDP) was formulated with the support from gorta and SNV in order to promote effective marketing of farmers’ produce- the missing value addition in the production chain. Central in this BDP is that marketing is to be conducted through a centralized bulking and procurement system given that few major buyers operate from within the region.**

Through this venture: Two staffs - a Business Development Manager and a Warehouse Manager were recruited; A warehouse (18.6m X 11.6m) to serve Yumbe and Moyo farmers is under construction in Yumbe; UGX 300 million start-up procurement fund to raise the big volume that can attract major buyers was established; Bulk Marketing Guidelines was developed, staffs inducted on its use, and supported to disseminate the practice among community groups; AFARD is linked to other stakeholders under the Multi Stakeholders Platform for Oilseed subsector in West Nile; and Production and Marketing Committees of community groups were trained in the basics of collective marketing.

Due to this pilot business approach 90 MT of simsim and 91 MT of soya were sold and about, UGX 20 million was generated. This fund was used to offset the high transport cost especially for Yumbe and Moyo community group farmers. The Production and Marketing Committees have also built leverage with other non-group members thereby widening the fair price benefit spillover; actions that is igniting the realization that farming too can be conducted as a business.

A LOOK AT SOME OF OUR ACHIEVEMENTS

The findings from the Monitoring, Reporting, Accountability and Learning (MRAL) Tool exercise that was conducted in December 2011 among all the beneficiary households under West Nile Development Initiative and Increasing West Nile Smallholder Farmers' Agricultural Productivity is summarized in figures 4 and 5 below. Evident therein are positive gains. For instance, while 4-years ago only 5 in 10 households were able to eat 3 meals a day today 8 in 10 households ably access adequate foods. Equally there are increase in cash savings, use of own pit latrines, knowledge of HIV status, enrolment of children in schools, and participation in local governance. The adoption of pilot production for the market also increased households' acquisition of material assets starting with low cost assets like radios, phones, and beds with mattresses.

Figure 4: Results of WENDI programme in the Beneficiary Households

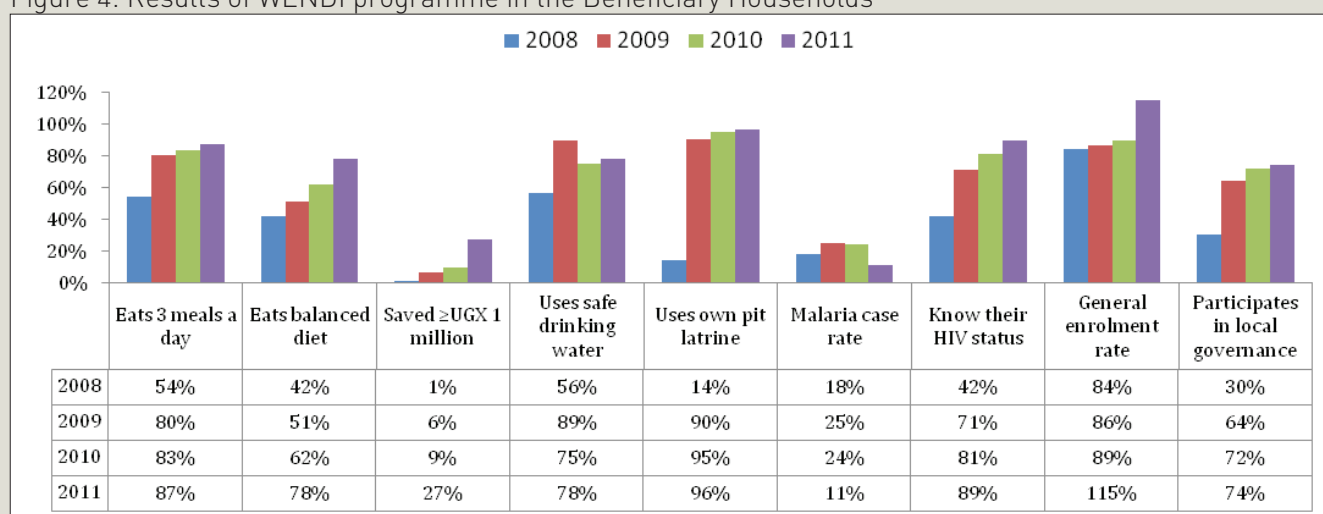
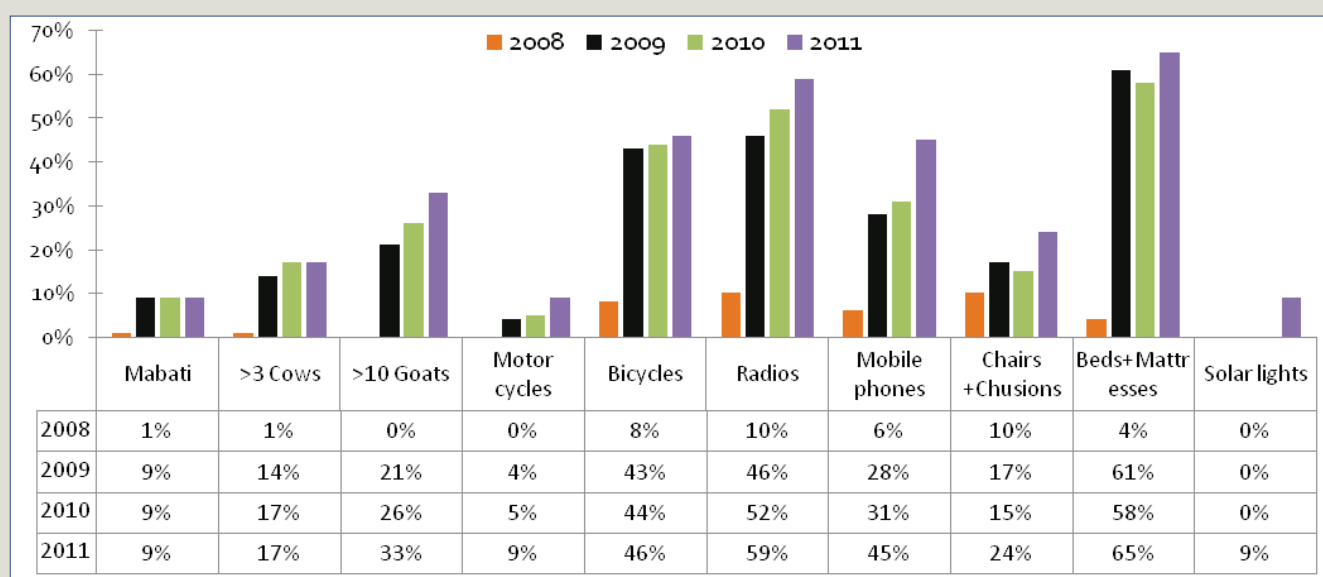


Figure 5: Assets Building Status



Case Study: 1: Group Loan Scheme Unlocks Professional Entrepreneurship



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

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

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

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

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

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

OUR PAST AND PRESENT FUNDING PARTNERS

Over the years, AFARD has received development support from various agencies, namely:

- UNICEF (Uganda Office)
- The Delegation of European Commission in Uganda
- FAO
- Irish Aid (both in Uganda and from Ireland)
- Gorta
- The Royal Netherlands Embassy in Kampala
- Tudor Trust (UK)
- Cordaid
- Civil Society Fund (Uganda AIDS Commission)
- Global Fund for Malaria, Tuberculosis and HIV/AIDS
- Netherland Development Organization (SNV)
- Manos Unidas
- Maria Stroot Fonds (Little Sisters of Providence)
- HURINET (U)
- Canada Fund for Local Initiative
- Action Aid International Uganda
- Robert Hunters Foundation
- Haella Stitching
- Overall Stitching
- Regina Fonds
- ETWA – The Hague
- R.C. Magdenhuis
- GERED Stitching.

ANNEX 1: THE BOARD OF DIRECTORS :



Rt. Rev. Sabino Ocan Odoki
Chair Board of Directors



Kura Vasco
Vice-chair Board of Directors



Gloria Royce Androa
Committee Member



His Grace, Henry Luke Orombi
Committee Member



Justice Anglin Flavia Senoga
Committee Member



Mr Michael B. Okecha Board Secretary



Dr. Sam O. Orach Ex-officio
member

ANNEX 2: AFARD'S PAST AND PRESENT PROJECTS

Project focus	Project name	Funder(s)	Amount (UGX in million)	Results
Sustainable Agriculture	Food Security Promotion through improved breed multiplication	Tudor Trust (UK)	135	<ul style="list-style-type: none"> Improved agro-technologies adopted for crops 75% and livestock 85% 66% of households set up small businesses with 6% earning more than UGX 500,000 79% of the households eat balance diet Group capacity increased by 23% 80% of the households were food secure
	Jangokoro Food Security Project	Manos Unidas Phase 1 by Jaca city Phase 2 by Zamora city (on going)	200	<p>Results of phase 1</p> <ul style="list-style-type: none"> 95% of the households ate 3 descent meals a day, 98% shared food as a family, and 93% ate traditionally forbidden foods. 63% households (59% more) set-up small family businesses 83% of the households accessed group loans From the business, many households were enabled to buy bicycles 19%, radios 21%, mobile phones 9%, and mattresses 28%. In addition, 54% and 96% paid education and medical bills respectively. 93% (27% rise) of the households had own pit latrines, 60% (40% increase) use hand washing facilities and 74% (21% increase) sought treatment in modern health facilities. The capacity of the groups increased by 50% from 30% to 80%. Canmuwa had UGX. 4.3 million (and hired a 2 acre coffee plantation for 3 years) and Adiober, UGX. 3.5 million.
Water and Sanitation	Dei Safe water and sanitation Project Promotion	Irish Aid Cordaid, Maria StrootFonds	145	<ul style="list-style-type: none"> 23% of households accessed safe water 80% of the households adopted safe sanitation practices t 11% of the people saved from falling sick worth UGX 2,5 million Dei fishing village witnessed no cholera outbreak
	Singla Safe water and Sanitation	Royal Netherlands Embassy in Uganda	103	<ul style="list-style-type: none"> Access to safe water provided for 98% of the households Sanitation index increased from 0.7 to 0.8 From 77%, only 52% of the people fell sick Improved social harmony Community policing bylaw enacted
	Jupaliga Safe water	Royal Netherlands Embassy in Uganda	48	<ul style="list-style-type: none"> 20% increase in community sanitation index with 50% gains in vector control practices. 35% reduction in water-borne/related sicknesses. 2.4 days reduction of school absenteeism among school-going children. Increased uptake of modern medical services Social harmony both at the community and household levels.

Project focus	Project name	Funder(s)	Amount (UGX in million)	Results
	Murusi Safe water and sanitation Project	Royal Netherlands Embassy, Kampala	59	<ul style="list-style-type: none"> Of households in the project area: 92.6% accessed safe water, 98.4% used latrines; and 74.4% use hand washing facility. Also reported was reduction in disease burden as well as increased participation of women in household and community work and girls in education. User fee was established for sustainability.
HIV/AIDS	Lakeshore AIDS Initiative Project(LAIP)	Irish Aid-Embassy of Ireland in Uganda	200	<ul style="list-style-type: none"> 93% acknowledged HIV/AIDS exists thus opened discussions ensured, demand for VCT increased, demand for condoms increased, herbalists and TBAs referred clients to health facilities 42% reported avoidance to infect others 83% accepted to abstinence and fidelity Public declaration of HIV status increased and acceptance of PLWA improved A Post Test Club was established
	Mitigating the impact of HIV/AIDS among school orphans in Dei fishing village	Canadian Embassy	34	<ul style="list-style-type: none"> 371 pupils provided scholastic materials Revolving loan fund worth UGX 2 million set in circulation Vulnerable youths out of school provided employment Enabled AFARD & Caritas Nebbi to win UNICEF OVC support
	Fisher Community Anti-AIDS Project (FiCAP 1 completed; Phase 2 on-going)	Civil Society Fund (Uganda AIDS Commission)	797	Results of phase 1 <ul style="list-style-type: none"> 100% of the people heard about HIV/AIDS There was a decrease in casual sexual relationship from 37% to 25.4%. Safe condom disposal was adopted 5 more Post Test Clubs were formed.
	Fisher Youth Anti-Aids Projects (FiYAP)	Irish Aid in Uganda	73	<ul style="list-style-type: none"> Increased awareness about HIV/AIDS prevention and community care and support. Intra-family communication about sex improved Demand for condoms increased. Many people declared their HIV status Stigmatization of PLWA reduced The sub county took to regulate some predisposing factors like night discos and videos Loko Kura Group was registered as a Post Test Club Community Based Organisation

Project focus	Project name	Funder(s)	Amount (UGX in million)	Results
Good governance	Strengthening women councils in Nebbidistrict to participate in planning and budgeting at sub county and district levels	HURINET	32	<ul style="list-style-type: none"> Women and local government leaders were more aware of human and women's rights Improved working relations among women leaders Women leaders were: 33.6% aware of their roles and 45% executed their roles Enhanced AFARD to win 2-year EC Civil Society Capacity building project
	Engendering Decentralised Services delivery in local governments in Nebbi district	European Union Civil Society Capacity Building Programme.	174	<ul style="list-style-type: none"> Increased women's participation in local government planning and budgeting by 28% 18 of 19 lower local governments initiated downward accountability Alliance built among women leaders Community trust in and contributions to local government projects Local government resource allocation to services sectors tilted from 42% in 2005/06 to 55% in 2007/08 Local governments constructed maternity units, market stalls, and public latrines for women's needs
	Engendering Decentralized Poverty Resources Management Project	Delegation of the European Commission in Uganda	595	<ul style="list-style-type: none"> Better alliance and harmony among Women leaders. Improved participation of women leaders in the identification and prioritization and advocacy of strategic women's needs. Increased number of women-driven projects were planned and budgeted for and implemented. 380 women leaders enrolled for Functional Adult Literacy classes. 11 Women Council Executives took to context for Women Councilor positions. LLG leaders improved on their transparency and accountability on government policies and funds (22% point gains). Women leaders were also rated effective in executing their mandated roles (7% gains).
	Mainstreaming rights to food in Sub-national plans and strategies	FAO (in Uganda)	100	<p>Phase 1 results</p> <ul style="list-style-type: none"> Leaders are aware of rights to food Budget allocations for 2011/12 prioritize food security issues especially for vulnerable groups Leaders are educating communities on responsibilities for food and nutrition security

Project focus	Project name	Funder(s)	Amount (UGX in million)	Results
Integrated area development	OVC Support Nebbi project	UNICEF Uganda Country Office	698	<ul style="list-style-type: none"> Improved economic security in support families and among OVCs out of school Increased education participation Reduced stigma and better self-esteem Increased child rights observance Local government responsiveness to the plight of OVCs Tailoring, carpentry, and milling services brought closer to the communities
	Nebbi Area Development Network	gorta	1,300	<ul style="list-style-type: none"> Organizational capacity of groups increased by 51% Financial accountability adopted by 63% of groups 1,200 households accessed and adopted use of improved agro-technologies 89% of households eat 3 decent meals a day Animal traction technology adopted in 6 groups with increased land sizes 126 OVCs received education support 100 households provided safe water
	West Nile Development Initiative (WENDI)	Gorta and Irish Aid	10,500	<p>Results for phases 1-3: For BO member households:</p> <ul style="list-style-type: none"> 87% ate 3 decent meals a day and eat as a family (26% at baseline). 27% saved cash worth ≥ UGX 1 million (1% at baseline). 78% accessed safe drinking water (33% at baseline); 96% had own pit latrines (74% at baseline); 9% lived in iron-roofed houses (0% at baseline); 46% owned bicycles (8% at baseline), 59% radios (10% at baseline) and 45% mobile phones (7% at baseline). <p>For BO member household population:</p> <ul style="list-style-type: none"> 100% used long lasting insecticide treated mosquito nets (49% at baseline). 89% tested their HIV status (37% at baseline). Malarial disease declined among children from 65% in 2009 to 11%. 115% of school age children (6-19 years old) were enrolled in schools (86% at baseline). 82 BOs generated UGX 1.4 billion as loan fund.



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