



AFARD'S STRATEGIC DIRECTION

2007 -2011

**DEEPENING AND
HARMONIZING
IMPACTS**

December 2006

Figure 1: Map of Uganda showing Nebbi district

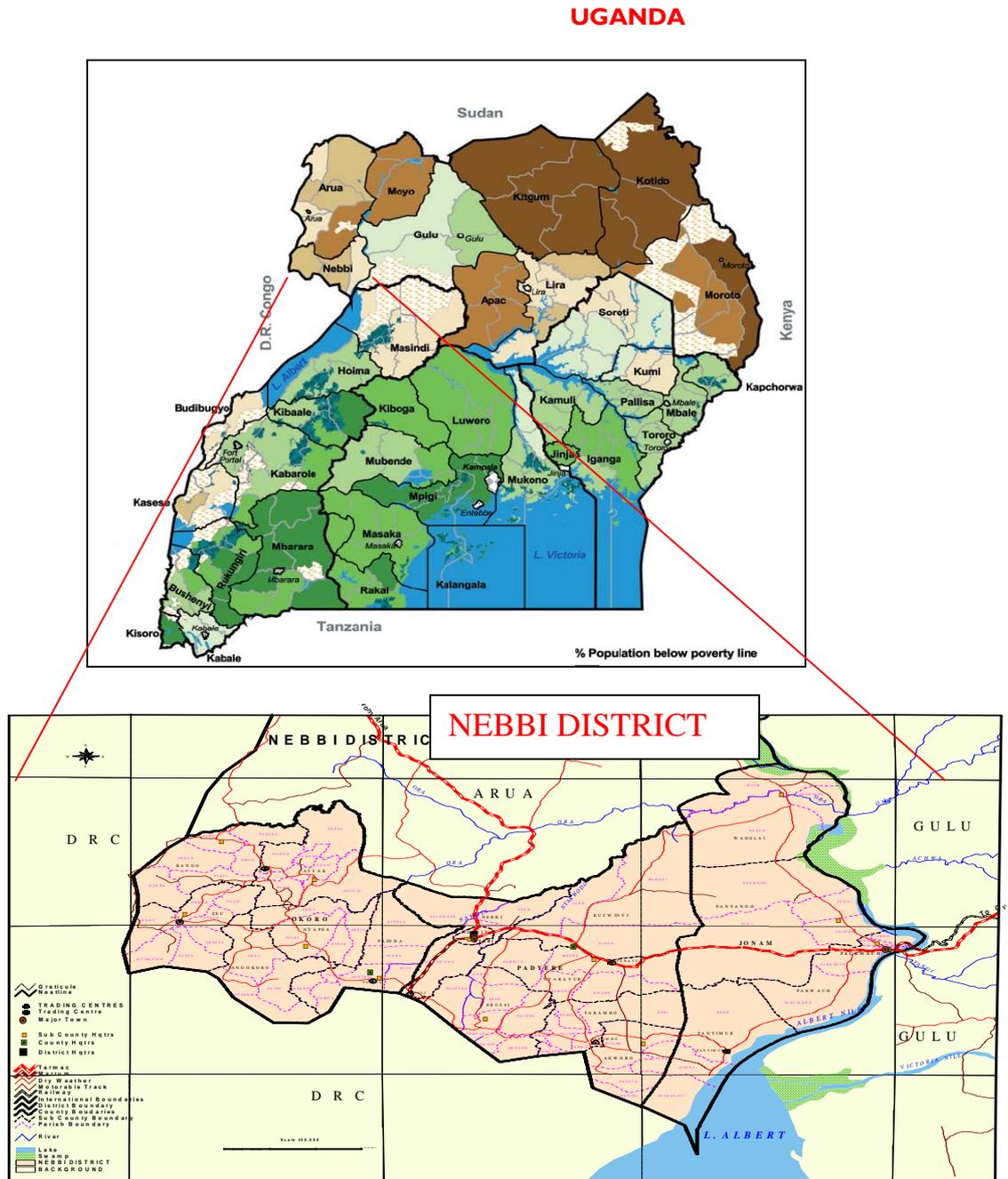


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1. Introduction

The beneficiary strategic impact inquiry report presented a summary of AFARD's programmes in the last 6 years. It is evident from it that AFARD is impacting positively on its beneficiaries and that cumulatively such contributions are drivers for improved lives for the people of Nebbi. This is a move towards realizing AFARD's vision. It also revealed the programme evolution and growth. This proposed strategic direction, therefore, aims at furthering such progress while taking the key challenges and lessons learnt as avenues for heightening intervention impacts. Further, it hinges on result-based planning approach where attention is focused on anticipated results (impacts and outcomes) than output management. As such, this strategic plan starts by asking the basic questions: *'what changes do we want to realize in 'our' lives?'*¹ And *'how then do we achieve the results?'*

2. About AFARD

The Agency for Accelerated Regional Development (AFARD) is a local professional, not-for-profit, non-denominational NGO currently operating in Nebbi district. It was formed in July 2000 by professional sons and daughters of West Nile as a local NGO.² AFARD's formation was motivated by numerous reasons. **First**, the west Nile region is the poorest in Uganda with over 6 in ten people living below US\$ 1 a day. **Second**, many development interventions have been 'external to local context' and imposed. The foreign "partners" themselves soon departed, leaving behind physical structures and dysfunctional committees in place but a people hardly changed. **Third**, given the hitch of 'democratic centralism and machination' by government, the people are reduced to subjects and not citizen of the state. They only matter during election. **Finally**, that many sons and daughters of the region prefer to work elsewhere (human resource flight) limited new innovations and enthusiasms to work for self development. Without resigning to despair, we believe that the region can, and indeed should, develop at a faster pace; and that any meaningful development is endogenous and is an integral function of both improved well being and people's empowerment.

¹ The attention to our lives is based on the fact that AFARD's intervention should provide for a double impact at both the beneficiaries and AFARD's organizational levels.

² Legally, AFARD is registered as a Non-Governmental Organisation with the National NGO Board (Registration No S.5914/3753); and with the Registrar of Companies as a Company Limited by Guarantee (Registration No 45170). AFARD is also a registered member of the National and Nebbi District NGO Forum and AIDS services Organisations; Participatory Ecological Land Use Management (PELUM – Uganda Chapter); and West Nile Private Sector Development Promotion Center.

Table 1: AFARD's Functional Drivers

Vision:	"A Prosperous, Healthy and Informed People of West Nile".
Mission:	"To contribute to the moulding of a region in which the local people, including those who are marginalized, are able to participate effectively and sustainably and take a lead in the development of the region".
Organizational objectives	<ul style="list-style-type: none"> • To harness the knowledge, skills and experiences of the development practitioners within the region and channel it for the accelerated, equitable and sustainable development of the region. • To act as a midwife, an interim link between the grass roots and sources of new information, innovations, expertise and funds required for the type of development that places people firmly in the center of all development efforts. • To avail of our expertise by way of consultancy to other development stakeholders interested in obtaining current, detailed, reliable and authoritative information about the region.
Values/Principles:	<ul style="list-style-type: none"> • Respecting human dignity, equality, justice and freedom. • The enshrinement of the empowerment approach. • Adopting an interactive and flexible approach; • Local ownership by groups of whatever initiatives they are involved in; • Use of participatory methodologies in all activities; • 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.
Organizational strategies	<ol style="list-style-type: none"> 1. Skills development covering organizational management and technical training. 2. (Participatory) action research into local problems to make interventions locally sensitive and policy relevant. 3. Information gathering and dissemination from and to the grassroots communities in forms appropriate for the promotion of knowledge-based growth. 4. Resources mobilization basing on largely locally available resources while external resources are seen as supplements for specific non-substitutable purposes. 5. Networking and linkages with other institutions- locally, nationally and globally- to share information, useful experiences, skills and other resources. 6. Advocacy and lobbying given that regardless of the actors involved development is a human right and must be promoted equitably and to the needs of the "voiceless" marginalized people.

3. The Direction

Over the next 5 years AFARD is desirous of making relevant, consistent and sustainable impacts in the lives of the people, especially the marginalized women and men, in Nebbi district. This zeal, we demand, must be based on the needs of the people given the livelihood insecurity (poverty) they are grappling with and their future aspirations. It is in this context that AFARD sees itself as a dependable hub through which the local and external actors can play a free and fair development game. Thus, this section will dwell on how this strategic plan was made and the core issues it will address.

3.1 The planning processes

This strategic plan evolved from a number of meetings both within AFARD and with our current partners. It is only to a limited extent that sharing was done with the current (and potential) donors because those with on-going projects saw it as being too early to re-commit themselves to yet another undertakings by AFARD.

The planning process started with the beneficiary strategic impact inquiry which evaluated AFARD's 6 years of operation from the beneficiary perspectives. The findings of this review were used for undertaking an internal performance exercise by the staffs. The results of these two exercises then set the basis for a reflection meeting on *which ways forward?* The various emergent needs were then weighed using a stakeholder mapping and AFARD's SWOT in order to position AFARD's operation where it has competitive advantage. Partner CBOs, local government departments of production, community services, health and planning participated in this process and provided valuable inputs.

The draft strategic plan was the presented to the Board for review and approval. The results of these reviews repositioned the implementation schedule and estimated cost. Annually, the pan review will be undertaken and work plans and budgets will be presented to the Board for approval.

3.2 Planning Context

As is already noted that AFARD's aspirations are based on the need for relevant impacts, below is a summary of the key issues affecting our people nationally and in the district.

The poverty status in Uganda

According to the UNDP Human Development Report, 2005, Uganda shifted from a low to medium human development country category with a rank by its human development index of 144th, by human poverty index (HPI-1) number 66, and by gender development index number 109 away from 147th, 60, and 117

respectively in 2003. This change is reflected in the poverty status as is shown in the table below.

Table 2: Percent distribution of poor households by residence³

	1992/93	1993/94	1994/95	1995/96	1996/97	1999/2000	2002/03
<i>Residential distribution</i>							
Total	55.5	52.2	50.1	48.5	44.0	35.0	37.7
Rural	59.4	56.7	54.0	53.0	48.2	39.0	41.1
Urban	28.2	20.6	22.3	19.5	16.3	10.0	12.4
<i>Regional distribution</i>							
Northern	71.3	69.2	63.5	68.0	58.8	65.0	63.6
Eastern	59.2	58.0	64.9	57.5	54.3	37.0	46.0
Western	52.8	56.0	50.4	46.7	42.0	28.0	31.4
Central	45.5	35.6	30.5	30.1	27.7	20.0	22.3

Source: MoFEPD (2001a &b, 2004).⁴

While the table shows that poverty levels have drastically declined with only one in three persons poor, and markedly in rural areas, the situation is watered down by both a high annualized inflation rate (7%) and annual population growth rate (3.6%). As a result, the average income is still 8% below the 1970 level. Besides, chronic poverty has remained unaddressed. Many people are caught in chronic poverty dynamics. For instance, food crop farmers' welfare declined from 64% to 46%, cash crop farmers from 60% to 30% and non-crop agriculture from 52% to 41% over the same period. And, the majority of people in northern region (64%) are poorer than those in central (22%), western (31%), and eastern (46%) regions.⁵

It can then be concluded that the impressive economic growth rate has not ably tackled growth sustainability for it to transform into improved livelihoods for the majority of Ugandans. Instead, it is weakened by chronic poverty and regional and rural-urban disparities that are entrenched with gender inequalities.

The prospective PEAP

A lot of efforts are now committed to fighting poverty. The Poverty Eradication Action Plan (PEAP) was formulated to provide an umbrella under which coordinated actions will be undertaken to ensure that Uganda, as is with the Millennium Development Goals (MDGs), reduced poverty levels. In this vein, 4 pillars namely: (i) fiscal and sustainable economic growth and structural

³It should be noted about table 2 that poverty is measured using an absolute poverty line which reflects the cost of meeting a minimum of food and non-food requirements. This poverty measure has been criticized for both masking gender differences and the processes that cause such differences.

⁴ MoFEPD (2001a), Poverty eradication action plan, 2001-2003. Vol.I. Kampala: MoFEPD. (August), MoFEPD (2001b), Uganda poverty reduction strategy paper progress report 2001: Summary of poverty status report. Kampala: MoFEPD. (8 February), and MoFEPD (2004), Poverty eradication action plan, 2004/04-2007.08. Kampala.

⁵ See Chronic Poverty Research Centre (2005). Chronic Poverty in Uganda: The Policy Challenges. Kampala: Chronic Poverty Research Centre in Uganda.

transformation, (ii) increased ability of the poor to raise income, (iii) increased quality of life of the poor, and (iv) good governance and security, are cardinal in guiding government resource mobilization, allocation, and utilization.⁶ Herein, poverty is seen as both income-oriented and powerlessness, social exclusion, and ignorance and lack of knowledge.⁷ The box below summarizes the key PEAP policies relevant for our interventions.

Key operational framework	Emergent constraints to local communities
(a) Privatization and liberalization policy aims at decentering government from engaging in business while at the same time enabling the private sector take up the opportunity to 'relieve government of services delivery gap' thereby enabling cost-sharing fee and paid for services	<ul style="list-style-type: none"> • Is by default inclined towards promoting effective bigger or medium scale companies leaving the massive small scale enterprises without any favorable operational grounds
(b) Plan for the modernization of agriculture (PMA). It aims at the 'modernization for monetization' of agriculture. The modernization of agriculture is based on the premises of efficient, sustainable and equitable distribution and use of factors of production; and agricultural enterprise specialization; improved markets and marketing infrastructure; and increased public and private investment in the sector.	<ul style="list-style-type: none"> • Target model farmers who are mainly men and not poor peasants. Besides, its outreach is limited and normally pilot project phase-out before national coverage. • All these aspect are gender neutral taking farmers as a homogenous entity. • It has neglected farmer based marketing aspect
(c) The 1997 Kampala Declaration on Sanitation. The 10-point strategy for action recognizes the critical role exemplary leaders, and the involvement of women, private sector, and the county can play in making water is life and sanitation is health a responsibility for all	<ul style="list-style-type: none"> • Is dependent on imposed regulations which are not local area sensitive neither are they known and internalized by the local people who should benefit from it
(d) The national HIV/AIDS Framework. Focuses on preventing the further transmission of HIV; mitigating the socio-economic impact of HIV/AIDS; strengthening national capacity for the purpose of HIV/AIDS control; strengthening HIV/AIDS information system; and strengthening national capacity to undertake HIV/AIDS related research.	<ul style="list-style-type: none"> • Has had limited attention to fisher communities. Its programming is inclined towards prevention rather than mitigation of its impacts. • Has downplayed the interlink between HIV/AIDS and sexual reproductive health and rights
(e) Orphans and Vulnerable Children Policy. Promotes the social protection of OVCs through: (i) engaging children to pursue a purposeful future; (ii) enabling families and communities to take responsibilities for their children while seeing external help as just a complement; (iii) promoting local ownership; and (iv) ensuring equality between males and females and among children.	<ul style="list-style-type: none"> • Its operationalization is still limited and many organizations are inclined on child-based approach
(f) Decentralization policy. Focuses at making local	<ul style="list-style-type: none"> • The divide between elected leaders together with

⁶ See MoFPED (Feb. 20001). Poverty Eradication Action Plan, 2001-03, Volume I. Kampala. p.ix.

⁷ See MoFPED (Dec 2002). Second Participatory Poverty Assessment Report: Deepening the Understanding of Poverty. Kampala. pp. 11-13; and MoFPED (2005). Poverty Status Report, 2005: Progress in Implementing PEAP. Kampala.

government relevant and responsive to local development needs.	their technocrats and the led is wide hence the expected citizenship from the people is weak making policies non-responsive and unaccounted for
(g) Gender Policy. It recognizes the rights of women as subjects and not as objects. It promotes women's involvement in decision-making; encourages equal opportunity in leadership and in the job markets with equal pay; and ensures equal access to health and education services.	<ul style="list-style-type: none"> Gender as a concept is not internalized but taken as a women's issue; the skills to mainstream it into policies is limited hence its compartmentalization
(h) Financial sector reform policy. Aims to expand, improve and consolidate rural financial services ⁸ through the enforcement of the Microfinance Deposit-Taking Institution (MDI) Statute; the Expansion of Sustainable Microfinance (also called the Outreach Plan); entrenching the Association of Microfinance Institutions in Uganda (AMFIU); developing Rural Finance Services Programme; and supporting donors' forum.	<ul style="list-style-type: none"> Favors institutions oriented to the busitenization of microfinance (the financial self-sufficiency approach) hence lacking a pro-poor services delivery.

3.3 Nebbi district... the area to impact

Facts and quality of life

Administratively, Nebbi district has 16 sub-counties, 3 Town Councils, 87 Parishes and 1329 villages. According to the 2002 Population and Housing Census, the population totals to 435,360 (now projected to 485,017 people living in 90,040 households with an average of 5 people per household). Of these: (i) 52% are females and 48% males and children below 18 years make up to 56% of the population; and (ii) 85% of the population live in rural areas.

With government liberalization of the economy, development support infrastructures are improving. For instance, now 38% of the population access information over the radio as opposed to 3% twenty years ago. The road network (512 kms of well maintained feeder roads, 62km of tarmac trunk road) is good and there is an airfield and both mobile and landline telephone communication services.⁹

However, these remarkable infrastructural improvements, like the national economy, have not translated into improved livelihoods of the people. For instance, by economic activity, 85% of the population still depends mainly on subsistence farming while the active population aged 14 to 64 years who are

⁸ For details see Microfinance Supplement in *The New Vision*, Vol.18, No.90, April 17, 2003 (p.27-38).

⁹ Telecommunication services are provided by UTL, MTN and CELTEL.

unemployed constitute up to 38% of the active population.¹⁰ Neither is social development any better. Literacy status stands at 59% (females 44%, males 75%) as compared to 53.5% (females 38%, males 69%) 10 year ago. Access to safe water and latrines is 65% and 44% respectively. Only a negligible 0.5% has access to (thermal) electricity¹¹ and those who own a permanent housing unit are only 3%.¹² It is, therefore, not surprising that the life expectancy in the district is only 46 years (males 45, females 47).

The district development direction

Challenged by the low quality of life, Nebbi District Local Government formulated and approved a district development goal which is, 'to improve the income of the poor, the quality of life in the district and promote good governance, harmony and Security'.¹³ This goal is in line with the Millennium Development Goals, Uganda National aspiration enshrined in the revised National Vision 2035 (as developed by the National Planning Authority) and is closely linked to the revised Poverty Eradication Action Plan (PEAP) and the current presidential political aspiration of *wealth and prosperity for all*.

3.4... Justification: Our situation

The core three parameters in the district goal are "increased income", "improved quality of life" and "good governance." These are in line with the aspirations of AFARD. This is because in AFARD development is seen as an antidote of poverty reduction. It is incremental and multi-faceted. That is to say, poverty is subjective as it is experienced and responded to differently. Equally, it cannot be eliminated at once but rather in a gradual process. Yet, such responses to fight it equally requires a multi-stakeholder approach which should among others promote joint action among government, civil society organizations (CSO), the private sector, and beneficiary communities.

We see these parameters as core entry points under the themes for intervention: (i) income security; (ii) well being security; and (iii) good governance exhibited by political inclusion in especially public policy processes. These three facets are the prime factors for making people: (a) earn a living in this money economy without destitution; (b) derive meaning (good life) from such living; and (c) be able to translate these gains into being able to individually and collectively meet their aspirations in the public arena. The vital linkage between these aspects is that development is seen as being able to meet personal and community needs with both individual efforts and those of others (like government and other development agencies).

¹⁰ Total active population (14-64years) employed is 131,925 people (61.3%), out of a total of 215,464 people.

¹¹ Almost all the household (97%) use firewood and charcoal for cooking

¹² 1.4 % lives in semi permanent and 93% grass thatched roofs (UBOS-November 2005)

¹³ See District Planning Unit (June 2006). Nebbi District Local Government 3-Year Development Plan for FY 2006/07 – 2008/08. Nebbi. p.VII

Below is an analysis of the prevailing situations under these themes.

Income insecurity

Table 1 above revealed that, in 12 years (1993-2003), northern Uganda where Nebbi lies, made only 7% change in its income poverty status as compared to 18% nationally. This change is three times less than that made in western and central Uganda and is near half that of eastern Uganda. Other than the 20 years' Lords Resistant Army rebellion, the status tells of the income poverty trap the people are experiencing. With limited incomes, people have low savings and investment hence a high poverty situation (livelihood insecurity). This scenario is in part due to the over reliance on subsistence economy. The limited livelihood activity diversification is due to primarily:

- (i) Inadequate knowledge and skills to undertake profitable microenterprises. Many enterprises are not well selected, planned and managed. Market scanning is hardly done, business duplication very rampant, and best management practices shunned away from.
- (ii) Inability to access appropriate financial services. The financial market is limited and the few services available have too stringent lending terms. They charge exorbitantly high interest rates; deliver minimal package of services – loans without business skills training; are selective of activities to funds; offer very small loans that require additional loan patching to kick-start a business; and are not client responsive. Besides, group savings and credit scheme are incapacitated by low lending portfolio and lack skills for loan management.

Consequences of inactions	Lessons learnt from actions
As a result, the people are trapped in subsistence economy with (a) low savings; (ii) inability to meet cash-demanding basic needs (food – fish, meat, sugar; clothing – dress and shoes; and shelter – semi/permanent house); and (c) limited social recognition within one's clan and politically. ¹⁴	<ul style="list-style-type: none"> Income generation skill training alone without seed fund is inadequate to energize income generation at individual levels. Reliance on group guideline alone without added quality control measures supported by routine monitoring and support supervision leads to poor loan performance. Boaster fund is suitable for groups already engaged in informal finance and have grasped the needs and pressure of a loan and its associated business operations

Wellbeing insecurity

Prosperity in terms of income adequacy can not be pursued for its own sake. Money, in Alur society is said to be 'what it does' which undoubtedly are about food and health security that all combine to make a living worthwhile. Indeed, during a partner's meeting to analyze the development direction for AFARD, it

¹⁴ In one of our business training session with OVC support families, it was pointed that when you are poor your age does not matter. While in Alur society an elder is respected for his/her wisdom and is considered a father/mother, with poverty an elder ends up calling a cash rich boy 'Jadit/Mzee' (meaning an elder). Impliedly, poverty makes people deface their status.

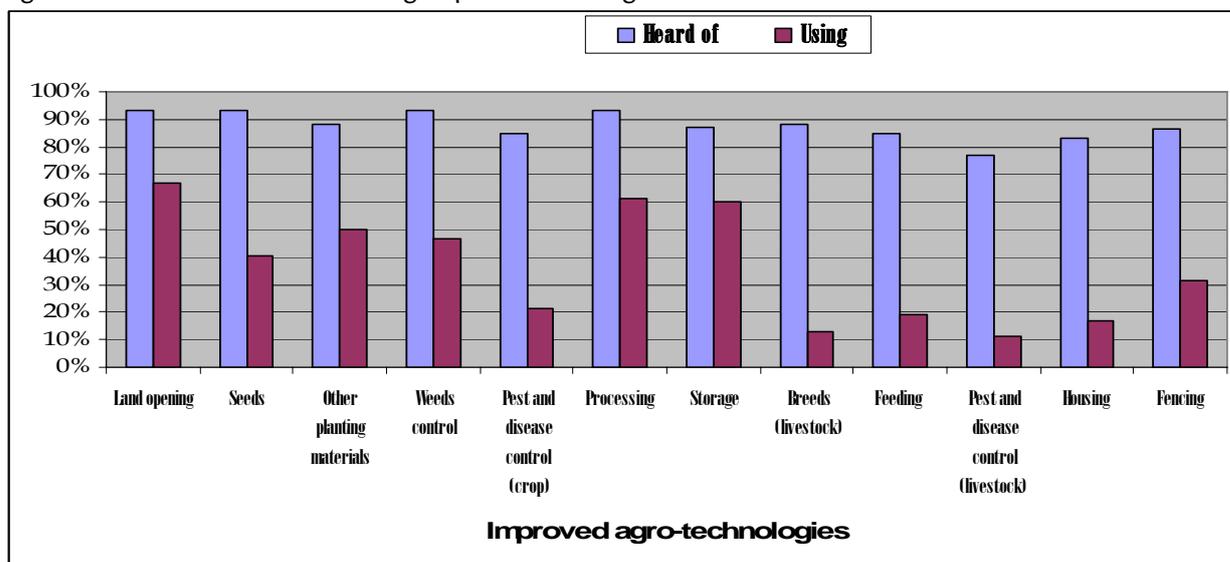
was emphasized that well being insecurity is a function of having limited food and ill-health. These are discussed hereunder.

Food insecurity

Although Nebbi district lies in a fertile agricultural belt that is conducive for the cultivation of many crops and the rearing of livestock, many households suffer from food insecurity. Food is inadequate throughout the year because both household food productions and food access through the market are low. Reports of death from starvation are not new in the district. Many families eat one unbalanced meal of beans/fish and cassava-bread (locally known as the *ángira/angara* and *óngura*) a day. The primary causes identified for such a scenario are:

- Lack of access to improved agro technologies. Notable here are lack of improved crop seeds and planting materials and livestock breeds on the one hand and the required extension services with which to better indigenous knowledge and practices on the other hand. Government extension services reach only 2.4% of farmers (UBOS 2002). This is even made worse under a condition where government agricultural extension workers are few, ill motivated, and are forced to practice an integrated extension system even where the extensionists lack the professional skills to do so.

Figure 3: Heard of and using improved farming methods



Source: AFARD (June 2004: p.18).¹⁵

- The attitude that places farming as a purely subsistence venture meant to provide home needed food stocks. Without a commercial orientation, farmers engage in small scale farming using low value crops and livestock and never gain the hunger for change in their well being. In this same vein, the ability to add value to one's produce is lost as marketing prerequisites

¹⁵ AFARD. (June 2004). Informing food security promotion through improved seeds and breed multiplication project. AFARD.

required for such an undertaking are not taken seriously. Neither can farmers merge their energy for pool marketing which in turn could fetch them high returns on their usually small individual produce.

Consequences of inactions	Lessons learnt from actions
<p>As a result, food production (for availability and adequacy) is low; people's ability to access food from the market (affordability) is limited; and food acceptability (uptake of non-traditional and hitherto forbidden foods and equitable sharing) is inadequate. This situation of famine and starvation is characterized by:</p> <ul style="list-style-type: none"> • Only 38% of the households have food available throughout the year. • Only 28% of the households are able to eat 3 meals a day. • Only 54% of the households can afford to secure other foodstuffs from the market. • Only 57% of the households are sharing food equitably between women and men. • At least 79% of the households are accepting non-traditional foods as a coping mechanism. • And, socially there is increased theft of food crops from gardens, marital instability as married couples are in constant quarrels, and loss of self esteem as the ability to provide for oneself (family) is reduced. 	<ul style="list-style-type: none"> • Building a sustainable household food security requires pursuing an integrated approach of increasing own food production, food purchasing power, and knowledge on food values. • Increasing outreach is better done through group based multiplication approach given that their members tend to use their groups as conduits for receiving improved agro technologies for on-use in their individual household enterprises. <ul style="list-style-type: none"> ▪ Women groups compared to men's groups are very keen on extension advice and they follow set programs as they respond well to training, support supervision meetings, and group activities generally. ▪ Exposed to improved practices through input supplies, training, and regular support supervision, people are willing to change their rudimentary subsistence practices. ▪ For local government extension staffs to be meaningfully involved in delivering extension services, provisions should be made to facilitate them or else they will not honor their promises.

Health insecurity

Other things being constant, with money and good feeding, one's health is a bit improved. However, such improvement is dependent on the risk of falling sick. Indeed, many households in the district suffer from common and otherwise preventable sicknesses. These situations were mainly attributed to unsafe water and sanitation and HIV/AIDS.

Water and Sanitation

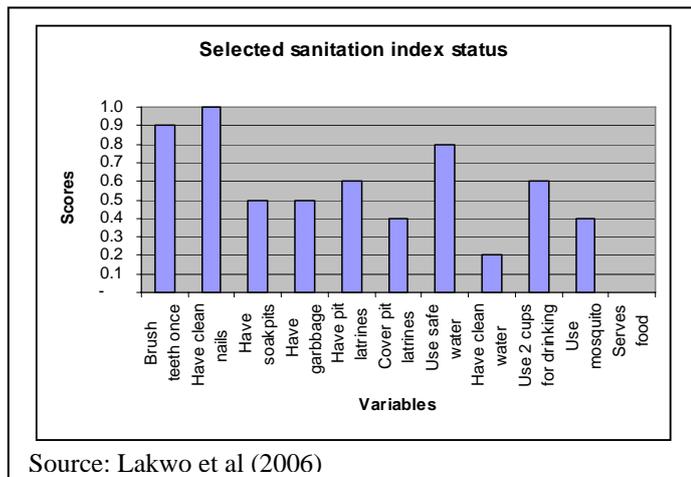
There is poor environmental health in the district due to inadequate knowledge, and bad attitudes and practices regarding safe water, sanitation and food chain management. According to the 2002 Population and Housing Census access to safe water sources is only 65% and latrine is 44%. Yet latrine use is a paltry 17%.¹⁶ The 3-year District Development Plan 2006/7 (table 13) shows that this trend has within four years dropped to 64% with worst case in Jonam county

¹⁶ See UBOS (November 2005) 2002 Uganda Population and Housing census. Nebbi District Report. pp.6

(43%) when compared to Padyere (68%) and Okoro (74%) county. Although Pakwach Town council has the lowest coverage (33%) compared to Wadelai (44%), the small urban water supply project is a remedy for the town council problem. This drop is because most of the water facilities have broken down due to poor community involvement in the project management.

This situation is deplorable for fishing communities. A recent survey conducted in Dei fishing village indicates that the sanitation index is staggering between 0.4-0.6 because:¹⁷

- A comprehensive use of safe water source for drinking, cooking and washing was only 26%. The average water use of 1.4 liters and 2.5 liters from safe and unsafe water sources are below the SPHERE standard requirement of 15 liters.
- There is generally a low awareness about the dangers of using unsafe water.
- The water chain is not safe therefore making even safe water unsafe. This included the use of: (i) dirty jerry cans for fetching water; (ii) dirty and uncovered pots for storage; (iii) single cups for both drawing water from a pot and drinking by all.
- While 66% of households use pit latrines, 22% simply used the bush hence endangering the life of even those who had latrines. Yet, almost half the existing latrines are in bad conditions and feaces of children was considered harmless hence thrown at the edge of the compound.
- Garbage pits (30%) for solid waste and soak pits (50%) for liquid waste disposal are used by a few households. When garbage pits filled up, they grew into mounds.
- Only 26% of the people sleep under mosquito nets.
- Personal and home hygiene practices are wanting as children are mainly dirty.



Consequences of inactions	Lessons learnt from actions
The consequences are the fact that water-borne and water washed vector diseases such as bilharzias, malaria, skin disorder, and dysentery are prevalent just like cholera is an annual epidemic and many people die from it. The 38% of the population who fell sick from	<ul style="list-style-type: none"> • Increasing effective and safe water and sanitation chain management is better emphasized beyond personal and home hygiene by integrating institutions like the LCs and Beach management committees. • Improving community sanitation status requires the provision of both health enhancing facilities

¹⁷ Lakwo, A. & Cwinyyai, W. (August 2006). Safe water and sanitation status in Dei fishing village, Nebbi district, Uganda. A Baseline Survey Report. AFARD.

malaria, gastro-intestinal tract infections (GIT) and respiratory tract infections incurred costs such as an average of 5 days lost to sickness; about Ushs 1.6 million (with a per capita of Ushs 40,000) spent on treatment mainly in drug shops, and the community expressed loss of esteem as finger pointing for witchcrafts were also made.

like safe water points and toilet facilities in public places and to vulnerable families together with education for people to know the importance of such facilities.

- Community sanitation education is better internalized and adopted when built on existing local conditions using local change agents and a multi-channel communication approach.
- Without targeting children, effective sanitation coverage can not be achieved. Children are many in number. They are equally fast adopters of best practices. Yet, they are the unnoticed agents for heightened unsafe sanitation – personal and home hygiene.
- Effective bye-laws are those formed by the community. After knowing their sanitation status and abilities the community can ably set its own standards and workable mutually agreed upon bye-law to be enforced locally by also acceptable agents comprised of different institutions.
- To enforce any community bye-law, start by enforcing community exemplary leadership standards so that should others fall victims the leaders can punish them without shame.

HIV/AIDS

Uganda has had an unprecedented reduction in the prevalence of HIV from 18.5% in 1995 to 6.2% in 2002. However, the rate has stagnated between 6.5% and 6.1% over the last 3 – 4 years.¹⁸ This rate has significant geographic (regional and rural-urban), gender and age variations. In Panyimur, for instance, there is a higher HIV/AIDS prevalence rate. Findings from the VCT services indicate that sero-positive prevalence rate stands at 65%. The rate is more pronounced among young girls 12-18 years than boys in the same age-group. Although it can be said that such a rate is because those seeking VCT services are already suspecting sero-positive status, still it reveal the AIDS timing bomb this population are carrying. Left unabated, their spread of infection and even exposure to re-infection will heighten.

What is evident is that fishing communities on L. Albert and river Nile in Nebbi District need urgent attention. From this observation and the DFID 2004 study, it is evident that fishing communities have high susceptibility to HIV/AIDS infection; high transmission and re-infection within and between communities; and increased vulnerability to the impact of infections.¹⁹

¹⁸ Uganda AIDS Commission (November 2004) The Uganda AIDS Status Report 2004. Kampala.

¹⁹ See Grellier, R, Tarzan, N, Lamberts, D, and Howard, C (October 2004). The Impact of HIV/AIDS on Fishing Communities in Uganda. Situation Analysis. MRAG and Options DFID (CNTR 035256). See also Orach, O.S., Cwinyai, W., and Lakwo, A. (May 2003). Study Report on

Three cardinal challenges stem from this HIV/AIDS trend and patterns, namely:

- (a) The escalating high infection rates. This is attributed to (a) the weak education on sex and sexuality as responsible parenting is consistently declining leaving many to learn from '(s)experience'; (b) the rampant incorrect information and myths about HIV/AIDS as sharing of latrines and clothes are still believed to be among the modes of transmitting AIDS, among others.
- (b) The low rate of positive living among Persons Living with AIDS (PLWA). PLWA are largely unable to live positively without the encumbrance of stigmatization and socio-economic dependence. We have learnt that often the knowing let alone the declaration of one's sero-status sets in a new lifestyle. Coping with life, unsupported, then gets retarded. Often PLWA are unable to fully meet their health care (feeding, hygiene, and treatment largely of opportunistic infections) needs. Besides, their relationship with their spouses (for those married) and care takers as well as other relatives and friends deteriorates. These are because PLWA are left to handle life individually whereby they lack exposure to joint counseling and future view of life.
- (c) A weak community support for OVCs. OVCs constitute 55% of children in the district. AFARD is concerned about two distinct groups of OVCs namely: young school going age and out-of-school OVCs. The inability to enroll and remain in school as well as progress with education despite UPE among school age OVC leaves them without a bright future. Similarly, the unrewarding enterprises in which out-of-school- OVCs engage makes them exploited by larger market vendors. The primary reasons for such a situation relates to the rampant poverty in many households. In many cases, the already large family sizes make 'provisioning for household welfare difficult'. Any additional entry of a person into an income 'hard-hit family' worsens the living conditions the more.

Consequences of inactions	Lessons learnt from actions
<ul style="list-style-type: none"> • Sexual promiscuity evident in rampant, rotational, transactional, conditional, and unsafe sex is high. Along the lake, age at first sex is 15 years; age at first marriage is 17 years for boys and 15 years for girls; age of first birth is 16 years; and the average number of sexual partners youths have is 2 for girls and 3 for boys.²⁰ In the mid-tem evaluation study 	<ul style="list-style-type: none"> • HIV/AIDS is not a health issue only. It is closely linked with the economic (dis)empowerment of the people and can better be approached from a multi-pronged approach that integrates prevention and mitigation measures. • HIV/AIDS spread is interlinked with sexual and reproductive health issues like mean age

the Knowledge, Attitude and Practice concerning HIV/AIDS in Dei Fishing Village, Panyimur Sub county, Nebbi District. A Rapid Assessment of Need for Intervention. AFARD.

²⁰ See Nebbi District Local Government (2004) HIV/AIDS Strategic Plan 2004-2008 and Lakwo, A., Orach O. S., and Cwinyyai, W.(November 2005) A Path Worth Walking! Lakeshore AIDS Initiative Project (LAIP): Annual Internal Review Report. AFARD.

²¹ In a recent study among fishing community along Lake Albert, it was found that, among households affected by HIV/AIDS, OVCs are invariably engaged in fishing (33%) and petty trade (45%) for the household they live in. They are also involved in various odd jobs for

<p>of Lakeshore AIDS Initiative Project (LAIP), it was found that: (i) while boys under 18 years tend to have single steady sexual partners during a given period, over 30% of the girls had more than one sexual relationships running concurrently; (ii) 3% males and 6.7% females adults over 29 years interviewed admitted having had sex with partners under 18 years; (iii) 30.4% of the males paid for sex and, contrary to previously held belief, 25% of females too admitted using money to entice partners to sex; and (iv) condom use is low at only 20.7%.</p> <ul style="list-style-type: none"> • Many PLWA suffer stigmatization and loss of self esteem let alone dying earlier than would have been expected. • Many in-school OVCs either have low educational participation or high drop out rates. Those OVCs out-of-school instead get trapped in unprofitable trade and/or are lured into early, cross-generational and transactional sex which in turn increases their exposure to infections, early unstable marriages, and a low quality life.²¹ 	<p>at first sex, marriage, and pregnancy and delivery practices hence its prevention should be integrated.</p> <ul style="list-style-type: none"> • Behavior change communication can impact better when a multi-channel approach that is built on local area sensitive practices are used. • To leave a sustainable impact, building local capacity of selected change agents who are acceptable to their community is important. These agents need both skills and tools with which to put their skills to use. • It takes time for people to openly declare their HIV sero-status. Testing services alone is not enough but regular rapport building with the community increases the chance of trust upon which individual-to-individual counseling starts hence public and self confidence to declare one's sero-status and support initiatives to prevent further spread. • Community definition of 'vulnerability' enhances the identification of the right beneficiaries thereby reducing the usually dictated beneficiaries. • Joint planning, implementation, and M+E increases ownership, transparency. • Regular meetings and review is important for conflict resolution and progress tracking which in turns helps in adapting projects for successful implementation.
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Good governance

The Constitution, 1995 and the Local Governments Act, 1997 require local governments to plan for their areas of jurisdiction but with the people (men and women) and other non-state actors. It also promotes joint action under public-private partnership. This is to make local governments belong to the people and governance responsive to local area and people (women and men's) needs. To the contrary, evidences reveal that decentralized governance is yet to reach the ordinary person making decentralization (in action) to be seen as mere rhetoric and in essence a recentralization and abuse of democracy.²²

little pay. They start work at an early age of about 5 years (100%). Further, 61% work for 6 hours and more a day; are paid in cash (65%) of between Ushs 10,000 – 20,000 per month (59%) hence 42% are unable to make any investment. Of those 5-18 years, 39% are not enrolled in school. While for those enrolled in primary schools (within the landing site vicinity), 47%, 29% and 24% are concurrently engaged in petty trade, fishing and farming respectively. See Mildred Gamba Priscilla (2004) *The Effects of HIV/AIDS on the Economic Activities of Persons Affected by HIV/AIDS in Dei Fishing Village, Panyimur Sub county, Nebbi District*. BA Dissertation. Makerere University: Institute of Economics.

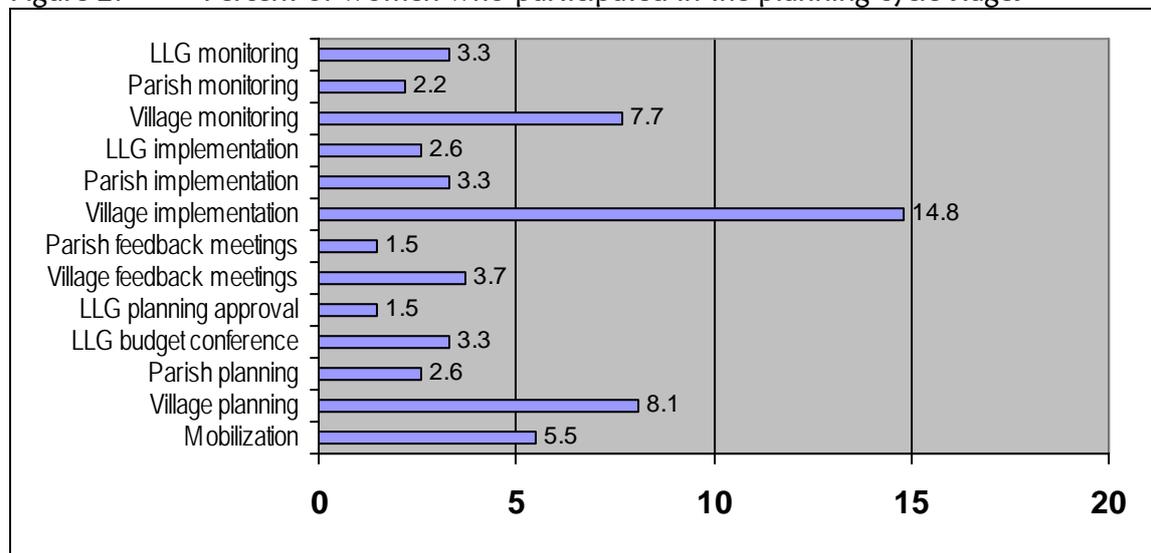
²² Lakwo, A. (2003). 'Decentralization, Democratic Centralism, and Citizen Exclusion'. pp. 607-628. In Mudacumura, G. *et al. Handbook of Developmental Policy Studies*. New York: Marcel Dekker Inc.

The cardinal challenges this planning period will address are: (i) non-participatory decentralized policy making processes; (ii) a weak women leadership structure to champion the need for engendered services delivery; and (iii) the weak capacity of community based organization to bring about democratic citizenship building and development benefits to their members.

a) Non-participatory decentralized policy making processes.

The prevailing decentralized policy formulation and monitoring exhibit policy processes that are non-participatory to non-state stakeholders, non-transparent to those it is meant to serve, and finally it is not based on local realities. Elected officials and technocrats, armed with central government indicative planning figures (IPFs), identify and approve plans on behalf of the local people. Although civil society organizations (CSOs) are partners in fighting poverty they are often only co-opted by government to implement already approved policies.

Figure 2: Percent of women who participated in the planning cycle stages



Lakwo, et al (2006: p.28).

The underlying causes of this marginalization are as follows:

- *Lack of planning (and monitoring) data.* The District Planning Unit that coordinates all planning functions in the district lack adequate, timely, reliable, and coherent information requisite for evidence-based planning.
- *Lack of skills to undertake participatory poverty assessment and development planning.* During the HURINET (U) funded advocacies, local government leaders confessed that both the politicians and technocrats lack the skills for undertaking gender-responsive planning.²³ It was, therefore, not surprising that an assessment of local government 3-year development plans (2006-09) revealed that the plans are gender blind,

²³ AFARD (July 2006). 'Strengthening Women Councils in Nebbi district o Participate in Planning and Budgeting at Sub County and District Levels (2005-06). End of Project Report submitted to HURINET (U).

top down in their formulation, guided by IPF ceilings provided by central government and donors and not by the needs of the people, and the word participation is only inserted to catch the attention of readers (and funders) while in practice dialogue and consensus with grassroots people are not sought.²⁴

- *Poor mobilization of non-state actors.* A study conducted by AFARD aimed at engendering services delivery revealed that less than 5% of the women (the majority population) in Nebbi district participate in local government planning and budgeting processes.²⁵ Reasons for the low participation found included lack of awareness of the local government planning cycle let alone the selective invitation by men who convene the planning meetings of fellow men and keeping the few women who manage to attend such meetings in 'tea making'.
- *People's reluctance to participate in the planning processes.* Years of neglect has spawned general apathy among the grassroots population towards any engagement with their local governments. The people's entrenched practice of leaving government systems to elected leaders and the technocrats greatly encumber their effective participation in the policy processes.

Consequences of inactions	Lessons learnt from actions
<p>The consequences of the above are:</p> <ul style="list-style-type: none"> • <i>Local government plans are not poverty reduction responsive.</i> Politicians and their employees plan and implement whatever they deem fit for the people. Without people's voices heard, people's needs are not prioritized in LLG resource allocation. • <i>Non-accountability by government institutions.</i> That the people do not know what their plans are, what projects have been approved and implemented with what results, they are incapacitated from demanding for services let alone holding their leaders accountable for their (in)action hence in part the rocketing corruption in government institutions. • <i>Loss of integrity of and trust in their government.</i> The inability of local government to deliver mandated services to the people they claim to serve, even when the plans have been budgeted for, has made the people develop a negative attitude and mistrust towards government. Many grassroots people think anything in (local) government is meant for 'government servants' but not to those the servants should serve. 	<ul style="list-style-type: none"> • Better advocacy is built on 'positive demonstrated results' than on 'a mere call for action'. Normally, many advocacies that attempt to malign local government roles (and leadership) ends up with resistance as the leaders ask, 'whose role is it to do that?'

²⁴ See AFARD (June 2003) Final Report on Sub County Level Community Planning Training. A training conducted under Nebbi District Local Government with EDF funding support (pp.13-16). It was noted in this training that PDCs who lack skills are sent to villages without guidelines; local priorities are changed by technical and political leaders during sub county planning processes; sub county plans are not integrated, lack work plan; and plan implementation are changed without remorse while monitoring is largely political.

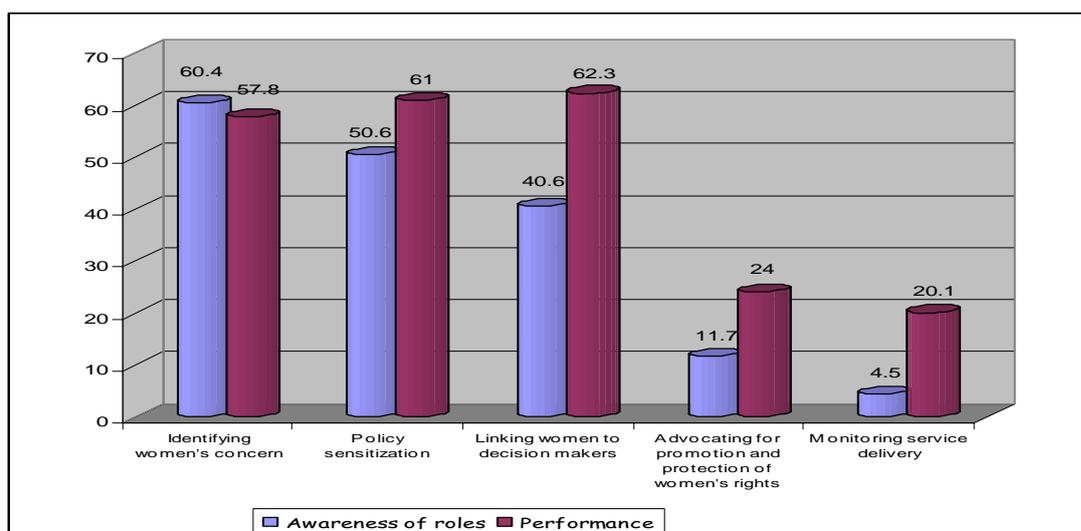
²⁵ Lakwo, A., Ocaya, A.J., Odongo, H.J., & Cwinyai, W. (May 2006). Assessing the participation of grassroots women in decentralized development planning processes in Nebbi district local government. AFARD and Action Aid International Uganda – Nebbi development Initiative.

b) A weak women leadership to champion women's cause

Since 1993, Uganda adopted a decentralized system of governance. Women as a constituency have been organized into the Women Council that runs from village to national level. Equally, 1/3 quota of local council positions are reserved for women. The very presence of women within the public policy arena seems not to change gender inequalities (as policy outcome). Local government plans and budgets do not ensure engendered services delivery. The gender audit undertaken in 2006 indicated that gender issues are still compartmentalized than mainstreamed in local government plans and budgets. Consequently, gender disparities in development equity (related to processes) and equality (in view of outcomes) is common.

This gap in part accrues from the inability of women leaders to 'demand' for services from LLGs. This failure emanates from the weak organizational structures of the very women councils. While by law they have been established, little has so far been done to enable the office bearers know the very roles they should responsibly champion. Besides, they have no logistics such as office desks, means of transport, etc with which to function. Finally, they also, being mainly those with minimal education have limited skills to engage LLGs in demanding for gender equality. For instance, a training needs assessment that we conducted among the Women Council Executives (May 2006) revealed that 64.8% and 82.7% are not knowledgeable about gender-responsive planning and budgeting and lobbying and advocacy respectively. Many were also not aware of their roles (65.1%) and the local government planning and budgeting processes (82.7%).

Figure 3: Awareness of roles and the performance of such roles



Ocaya, et al (May 2006: p.10).²⁶

²⁶ Ocaya, A.J., Odongo, H.J., & Cwinyai, W. (May 2006). Report on Training Needs Assessment of Women Council in Nebbi District Local Government. AFARD and EDF- CSO CBP.

Consequences of inactions	Lessons learnt from actions
<p>As a result, (i) local governments do not 'supply' gender sensitive development to the people; and (ii) many women exclude themselves from the public policy processes. Often, decentralized development processes remain a no-go zone for women to the advantage of politicians and their employees to plan whatever they deem fit for the people. This does not only make it difficult for women to question the intents of local government plans and budgets but also increasingly reinforce and sustain corrupt tendencies among both the policy makers and policy implementers. No wonder, it cost Ushs 1.1 to deliver a service worth Ushs 1 as funds are allocated in favor of administrative/facilitation purposes rather than service delivery to the people.</p>	<ul style="list-style-type: none"> • Although a majority of the WCEs are not educated and that a majority hitherto used this low literacy level to self-exclude themselves from the policy processes, given a public appearance and support, they are able to champion women's causes within the LLG policy arena. • At times gender insensitivity is due to lack of awareness about gender issues and consequences of (in)action. Some LLGs that were confident with only allocating funds for Women's Days celebration when exposed to what wrongs they were doing and its political (and developmental) consequences are changing.

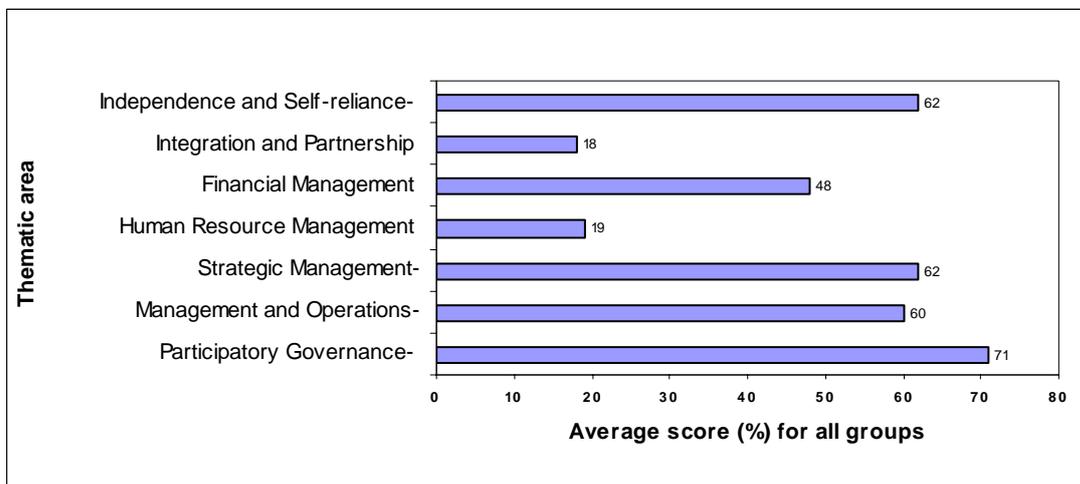
c) The weak capacity of CBOs to cause wider development

In Alur society the phrase 'no man is an island' is embedded in all aspects of life of the people. An individual is seen as a community asset. Thus, with the escalating poverty many CBOs emerged to enjoy the benefit of information sharing, reduce opportunistic behavior, enhance trusts and reciprocity and widen collective decision-making. While in 2000 there were 430 groups in 2003 the number grew to 633 groups.²⁷ Overall, 71% are young in age, 20% have no assets other than land, 38% have no constitution, 60% not registered, and 18% don't meet regularly. The key objective of 74% is income generation hence 29% and 16% are engaged in agriculture and savings and credit activities.

However, these groups make minimal benefits for their members because they are organizationally weak in terms of leadership, strategic planning and management, and relations. Hardly do they cooperate to face a similar roadblock to their development. Instead, they compete negatively especially during interfacing with local governments and donors.

²⁷ See Nebbi NGO Forum (June 2004) Report on Civil Society Inventory in Nebbi District 2003. A Report prepared with technical support of AFARD and financial support of Action Aid Nebbi; and Cwinyaa, W., Lakwo, A., & Orach, S.O. (July 2001). *Community Based Organisations Inventory in Nebbi District, Uganda*. Gorta-Ireland funded.

Figure 4: Overall scores for all groups in capacity assessment key areas.



Cwinyai et al (2001: p.33)²⁸

Consequences of inactions	Lessons learnt from actions
The inventory and capacity self-assessment summarized, therefore, reveal how weak organizationally and under-resourced the groups are to impact on their members and beyond as well as on political issues and development policies.	<ul style="list-style-type: none"> • Many CBOs are mushrooming but without a clear sense of shared direction. • Guided, groups can work for self development • Empowerment of group members through knowing their roles improves leadership. • For initially very weak organizations, support visit is important and is required more frequently. • Without external support, opportunistic CBOs die faster while genuine ones survive.

²⁸ Cwinyai, W., Lakwo, A., & Orach, S.O. (November 2001). Capacity Self-Assessment for Community Based Organisation in Nebbi District, Uganda. Gorta-Ireland funded.

4. AFARD's Focus

In this planning period, AFARD will focus its resources within this vision-driven plan so that it can ably contribute to a West Nile society in which the people are prosperous, healthy and informed. This is summarized hereunder.

Vision and indicators

Vision	Theme	Areas of focus	Description of focus	Critical indicators
Prosperous society	Income security	<ol style="list-style-type: none"> 1. Business development services 2. Savings and loan associations promotion 3. Organizational development 	This refers to a society in which the people, especially the marginalized, are able to take a walk out of poverty by being able to generate adequate incomes.	<ul style="list-style-type: none"> • Minimum income threshold of UGX 100,000 per month
	Food security	<ol style="list-style-type: none"> 1. Crop production 2. Livestock production 3. Value addition and marketing 4. Nutrition education 5. Organizational development 	Focuses on people's ability to live a healthy life reflected by their 'well being' drawn from being food secure.	<ul style="list-style-type: none"> • Food security measured by 4A's (food availability, adequacy, affordability, and acceptability)
Healthy people	Health security	<ol style="list-style-type: none"> 1. Safe water and sanitation promotion 2. HIV/AIDS prevention 3. HIV/AIDS mitigation (PLWA) 4. HIV/AIDS mitigation (OVCs) 	Focuses on people's ability to live a healthy life reflected by their 'well being' drawn from being health secure.	<ul style="list-style-type: none"> • Household health cost • Number of days lost to preventable illness • Positive living among PLWA • Community care and support for OVCs
	Good governance	<ol style="list-style-type: none"> 1. Planning process review 2. Non-state actors' participation 3. Women Council structure strengthening 4. LG accountability 	Attention is herein given to how the different segments of a community are engaged in the governance of their community be it at group level or in local governments.	<ul style="list-style-type: none"> • Effective participation in community decision-making processes. • Responsiveness of organizations or government to people's needs
Informed community				

Strategic targeting

To achieve the above goal, strategic targeting will be in two facets. First, thematic focus will be made in respect to the various components of the vision basing on the prevailing needs, AFARD's competitive edge, and what other stakeholders are doing. For instance, under food security only high value crops and livestock will be promoted as per the agro ecological conditions. Equally under income security attention will be given to community driven resource mobilization and utilization for profit maximization. Linkages with external actors will only be engaged into if they add value to local resources but not taken as a priority.

Secondly, geographical targeting will be undertaken so as to ensure that critical impacts are contributed to in areas of dire needs. For instance, our attention to health security will be centered on fisher communities although the OVC aspects will be cross cutting given that it is a cross-cutting problem in the entire district.

As a catalyst, both income security and good governance will be run as crosscutting themes but with attention drawn to the marginalized segment of our society like women, youth, children, farmer groups, fisher communities.

Core operational strategies

From its inception, AFARD has been engaged in a number of activities. The lessons learnt in this process have strengthened our conviction to ensure that during the plan period the following strategies will be pursued:

- Effective participation. An open and balanced top-down and bottom-up participatory approach right from the needs identification through execution and periodic review to monitor progress will be pursued.
- Rights-based approach to intervention. People have a right to the life they value. We will pursue ways and means that ensure that such innate rights are respected and responded to without social categorization.
- Empowerment for local sustainability. Enabling beneficiaries to take a lead in the processes that determines their destiny will be cardinal in ensuring that community needs and actions to fulfill such needs are strengthened.
- Respect, mutual trust, and transparency. All project actors are equals regardless of their resource contributions. This sense of identity requires power sharing through effective communication and collective agreement without pre-determined agenda.
- Integrated approach to intervention. In an attempt to create a lasting impact, the project will explore a mainstreaming approach by looking at the community lifestyle and the demands therefrom in order to promote positive coping and adaptive practices so that intervention suits the local conditions.

This plan will build on the followings:

- Entrenching **past achievements** made in the various (sub)themes in order to consolidate the process gains as well as the impacts created.
- The various **lessons learnt** in the implementation processes in order to adapt to feasible approaches.

- Adapting to **programmatic challenges** in implementation design in order to build synergy between internal and external environmental factors cardinal in achieving results.
- **Strategic targeting** of interventions that enable AFARD to remain relevant not only to the GoU policies (like PEAP) and AFARD (vision) but also those of the beneficiaries.
- Building **effective beneficiary participation** through active engagements in the various stages of our partnership and promoting co-funding with them.
- Strengthening **thematic harmonization** in order to achieve an integrated development where inter-thematic leverages are strong both for beneficiary impacts but also for staff development as well as organizational niche positioning.
- Ensuring **intervention/Niche zoning** in order to deepen AFARD's impact.
- Undertaking AFARD's **strategy deepening** so that interventions are based on current knowledge and practices.

Table 4: Intervention chain value

Vision-driven goal	To contribute towards making a West Nile in which the people are				Organizational sustainability
	Prosperous	Healthy		Informed	
Themes	Income security	Food security	Health security	Good governance	
Broad objectives	Ability of the poor, especially the marginal groups, to earn adequate incomes strengthened.	Household food security improved	Household economic and social health burden reduced	Local governments are responsive and accountable to their constituencies improved	A sustainable, responsive and performing AFARD built
Impact indicators	<ul style="list-style-type: none"> Improved social recognition Asset diversification and transformation 	<ul style="list-style-type: none"> Food is available Food is adequate Food is affordable Food is acceptable 	<ul style="list-style-type: none"> Reduced HIV prevalence rate Improved health status Improved social cohesion Increased education participation of OVC Positive living adopted by PLWA 	<p>At local government levels:</p> <ul style="list-style-type: none"> Local government plans and budgets are poverty reduction responsive Enhanced public-private partnership in decentralized development LLG resource allocation favour women's affirmative targeting 	<ul style="list-style-type: none"> Has a committed team of motivated board and staffs. Reduced over reliance on donations Improved credibility and public acceptance
Intervention effects	<ul style="list-style-type: none"> Diversification into timely, high rewarding, and market oriented livelihood activities Adoption of best enterprise management practices Improved gender relations Increased savings level 	<ul style="list-style-type: none"> Increased adoption rate of improved agro-technologies practices in relations to crop & livestock production, environmental conservation Increased knowledge of balanced diet from local resources Improved food processing and storage practices Adoption of farming as a business 	<ul style="list-style-type: none"> Improved Sexual Reproductive and Health Rights Reduced social stigma and economic dependence among OVCs/PLWA Reduced exposure to preventable diseases like cholera, malaria, GII Increased sanitation index 	<ul style="list-style-type: none"> Increased multi-stakeholder participation in local government planning processes Improved integrity of and trust in government and its agencies Gender issues are mainstreamed in all LLG sectors Increased women leaders' ability to engage with LGs Increased women's participation in policy processes 	<ul style="list-style-type: none"> Effective coordination of staff and programmes Focused resource mobilization Able to raise 25% of its funding locally Reduced programme implementation lag Increased knowledge about and approval of AFARD's operations Improved partnership with communities
Implementation strategies	<ul style="list-style-type: none"> Link business skills training to money liking attitude building Use group approach to reach out to many at low cost Integrate skills training with savings and loaning based on own 	<ul style="list-style-type: none"> Adopt business approach to agricultural production promotion Use group multiplication system to increase community seed banking at minimal outreach cost Integrate input supplies, skills training and nutrition 	<ul style="list-style-type: none"> Set local change agents Adapt messages to local context Use multi-communication channels Use a family centered approach for outreach to PLWA and OVCs Adopt a community policing approach 	<ul style="list-style-type: none"> Promote collective action by the CSO, the marginalized, and government officials Integrate organizational strengthening in all programme activities Promote evidence based policy processes Anchor on evidence based 	<ul style="list-style-type: none"> Widen AFARD's revenue base Adopt a mix of programme and organizational strengthening in resource mobilization

	resources	education		advocacy	
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Table 5: Major stakeholder mapping

Theme	Stakeholder	Holders' focus	Maximizing strategy
Income security	<ul style="list-style-type: none"> West Nile Private Sector Development Promotion Centre MFIs Private businesses 	<ul style="list-style-type: none"> Skills training Widening access to financial services Profit maximization 	<ul style="list-style-type: none"> Cross utilize skills with quality assurance Advocate for user friendly strategies Integrate in training
Well being (Food) security	<ul style="list-style-type: none"> Local governments & extension staff Research stations UNFA 	<ul style="list-style-type: none"> Policy formulation and direct services provision Ad hoc community outreach Capacity building of member farmer groups 	<ul style="list-style-type: none"> Adopt a mainstreaming approach to leverage AFARD's programmes Cross-utilize skills
Wellbeing (health) security	<ul style="list-style-type: none"> Local governments Health assistants NASON 	<ul style="list-style-type: none"> Policy formulation and direct services provision Ad hoc community education Advocacy on behalf of CBOs 	<ul style="list-style-type: none"> Adopt a mainstreaming approach to leverage AFARD's programmes Cross-utilize skills
Good governance	<ul style="list-style-type: none"> Nebbi NGO Forum Action Aid International CARITAS Nebbi 	<ul style="list-style-type: none"> Opening political space on the principles of social justice 	<ul style="list-style-type: none"> Cross-utilization of skills, and communication strategy Alliance building for a powerful advocate team

5. Strategic Objectives

Theme 1: Income security

For the poor to generate income, they need skills (to run SME), funds (to startup businesses and/or increase their sales stock), and organization (in order to share risks). While AFARD will provide the skills basing on the existing needs, the inability to access capital from the already hard to come grants and stringent loans would warrant the promotion of Savings and Loan Associations where members receive loan mobilization and management skills and periodically in either rotating or accumulating basis utilize their meager savings as loans. As such, the organizational strengthening of the groups will be cardinal.

Overall, 20 groups will be targeted annually and priority will be give to women groups (at least with 60% women outreach level).

Key Result Area 1: *Ability to engage in productive income generating activity using own savings enhanced.*

Output oriented activities

- 1.1 Identify and assess the organizational as well as enterprise and savings and credit management capacity of 100 groups.
- 2.1 Design training and monitoring materials for organizational development, enterprise management, and savings and credit management.
- 3.1 Train 100 groups in five sessions each of organizational management especially in core areas of capacity gaps.
- 4.1 Train 100 groups in entrepreneurship and micro-enterprise management skills targeting income generating activity selection, planning and management using a money literacy approach.
- 5.1 Produce and disseminate quarterly radio talk shows on microenterprise management/development.
- 6.1 Conduct quarterly business monitoring and counseling visits.

Key Result Area 2: *Community based association members enabled to undertake to save and loan their members in a fraud free business oriented manner.*

Output oriented activities

- 2.1 Train 100 groups in group savings and credit mobilization.
- 2.2 Train 100 groups in group savings and credit management.
- 2.3 Revise, produce, and induct 100 groups on group-based savings mobilization and credit operational guidelines.
- 2.4 Conducting 2 exchange visits annually.
- 2.5 Produce and disseminate 5000 posters, 2,500 stickers and 10,000 leaflets. Other messages will be integrated in the IGA radio talk shows.

- 2.6 Conduct quarterly loan monitoring and counseling visits.

Theme 2: Food security

AFARD sees food security as based on '*Equitable 4A's – Availability, Adequacy, Acceptability, and Affordability of quality foods at all times by all household members regardless of social categorisation.*' This implies that people should, *always*, be able to either produce or buy the right food they need. And given that own production is marginal in respect of 'all food needs' people should access other foods from the market. This integrated aspect will be pursued using a community based group approach with an annual target of 20 farmer groups (70% women targeting).

Key Result Area 3: *Access to sustainable and improved agro-technologies increased.*

Output oriented activities

- 3.1 Identify and assess the organizational, food security, agro-technology, marketing, and nutrition practices of 100 groups.
- 3.2 Design training and monitoring materials for crop husbandry, livestock husbandry and agri-business.
- 3.3 Supply 100 groups with improved seeds/planting materials and livestock breed especially Irish potatoes, rice, simsim, and sweet cassava and Boar goats, local nannies, and chicken.
- 3.4 Train 100 groups in organizational management especially in core areas of their capacity gaps.
- 3.4 Train 100 groups in improved best agronomic and livestock management practices depending on the specific crops and livestock being used.
- 3.5 Introduce and popularize animal traction in lowland areas among 15 groups.
- 3.6 Identify, train and equip at least 2 Farmer Field Advisors per partner group.
- 3.7 Establish a mini-model farm to act as a self-sustaining training centre.
- 3.8 Produce and disseminate quarterly 1000 posters, 2000 leaflets, and 20 radio talk shows on farming as a business and improved agro-technologies.

Key Result Area 4: *Smallholder farmers improved farm marketing margins.*

Output oriented activities

- 4.1 Assess farmers' marketing system within their various groups and agro-ecological zones (see 3.1).
- 4.2 Design training and monitoring materials (see 3.2).
- 4.3 Train members of 100 groups in agri-business skills.
- 4.4 Sensitize 100 groups in pool marketing values and strategies.
- 4.5 Train members of 90 selected progressive individuals in agro processing skills.
- 4.6 Supply light weight processing machines for milling and paste making to 5 groups.
- 4.7 Link neighboring groups into marketing groups and support their access to market channels.
- 4.8 Hold quarterly review meetings.

Key Result Area 5: *Farmers knowledge and practice of better nutrition improved.*

Output oriented activities

- 5.1 Assess the nutritional practices among partner groups (see 3.1 & 4.1).
- 5.2 Design training and monitoring materials (see 3.2 & 4.2).
- 5.3 Train 100 groups in improved nutrition practices using local recipes.
- 5.4 Conduct recipe competition in 100 groups and award the first two winners.

Theme 3: Health security

Safe water and sanitation

Building a healthy community is for the benefit of that community and should ideally enhance their capacity to be responsible enough to do so. In this way, both the demand and supply points are met when external support energizes local efforts to crave for change.

Intervention will focus at increasing the safe water coverage, strengthening community attitude and practice, and improving on the awareness and exemplary leadership role. AFARD will undertake sanitation promotion especially among its partner groups building on its experience of establishing within the community a sanitation database and bye-law. Three (3) landing sites will be targeted annually. And, the following will be done:

- Community mobilization to establish current practices (Village inventory) and design an incremental participatory approach.
- Creating awareness for positive change using a multi-communication channel backed by local cadres (personnel and clubs).
- Agreeing on basic acceptable standards and penalties for non-compliance.
- Enforcing compliance through ongoing behaviour change communication, competition, penalizing defaulters, and regular reviews.

Key Result Area 6: *Access to safe water and utilization of safe sanitation practices increased.*

Output oriented activities

- 6.1 Assess the safe water and sanitation practices in the area.
- 6.2 Design training and monitoring materials
- 6.3 Construct safe water points (15 boreholes and 45 shallow wells).
- 6.4 Construct 30 public VIP latrines and 225 improved latrines for vulnerable families.
- 6.5 Train 60 water source and 30 VIP latrine management committees on Community Based Management Finance System
- 6.6 Identify and train 15 village health committees.
- 6.7 Train 15 fishing villages LCs and beach management committees on their roles for improved sanitation.

- 6.8 Conduct 3 hygiene educations in 15 fishing villages targeting leaders, fishermen/mongers, spouses and children.
- 6.9 Conduct 60 home hygiene campaigns to promote sanitation competition.
- 6.10 Construct 15 VIP latrines in public places within the landing sites but to be managed using the style of water sources.
- 6.11 Construct 20 improved latrines for vulnerable families in each village.
- 6.12 Support each fishing village to formulate its own Community Sanitation Bye-law with the help of a local magistrate and get the sub county to approve it.
- 6.13 Launch the bye-law in each fishing village together with the sub county leaders.
- 6.14 Provide start-up support to ensure the VHTs in each fishing villages together with their LCs enforce their bye-laws.
- 6.15 Provide 6750 treated mosquito nets to household with especially PLWAs, expectant mothers and mothers with infants, and to OVCs.
- 6.16 Hold quarterly review meetings to assess and communicate progress and iron out operational issues.

HIV/AIDS Prevention and mitigation

The precarious lifestyle among the fisher communities is the focus of our intervention. While for HIV/AIDS prevention priority is given to awareness creation through a multiple communication channels and counseling of families and PLWAs, under mitigation, it is direct support for OVCs in schools and the enhancement of family ability to generate income for their basic needs that is given precedence.

In this planning period, the very areas where safe water and sanitation promotion will be undertaken will also receive the focus of HIV/AIDS intentions. In this way, programme impacts will be deepened and operational cost will be reduced. Attention will be given to integrating prevention with mitigation measures. Local change agents will be the basis for positive behaviour change among the entire community but also among PLWA and OVCs. Below are what will be undertaken.

Key Result Area 7: *The knowledge and practices regarding HIV/AIDS and sexual reproductive health and rights improved.*

Output oriented activities

- 7.1 Assess the HIV/AIDS and SRHR practices in the fishing villages.
- 7.2 Develop three training materials for peer education, life skills, and community leadership.
- 7.3 Identify, train, and equip 150 peer educators cum counselors in the community.
- 7.4 Identify, train, and equip 150 traditional birth attendants.
- 7.5 Identify, train, and equip 450 community leaders.
- 7.6 Hold 450 awareness creation seminars with 6 separate categories of people in every landing site involving fishermen, female fish mongers, *malayas*²⁹, young unmarried girls and boys, married couples, community leaders, and pupil in schools.

²⁹ *Malaya* is the locally common name used to mean sex worker.

- 7.7 Conduct 45 legal education seminars on child sex abuse among 3 categories of youths.
- 7.8 Conduct 30 legal education seminars on child sex abuse among parents in the community.
- 7.9 Conduct 30 life skills training for young people.
- 7.10 Conduct 30 life skills training for parents in parent-child communication skills.
- 7.11 Develop and disseminate local IEC materials including 50 radio talk shows, 10,000 leaflets, 5000 posters, and 60 drama shows on specific themes that integrate HIV/AIDS and sexual and reproductive health and rights.
- 7.12 Support peer education and psychosocial support by PECs and maternal health services delivered by TBAs.
- 7.13 Participate in annual World AIDS days.
- 7.14 Hold periodic/quarterly review meetings.

Key Result Area 8: *Positive living among PLWA increased.*

Output oriented activities

- 8.1 Support 60 visits for Voluntary Counseling and Testing (VCT) services.
- 8.2 Form 15 Post Test Club (PTC) in every fishing village.
- 8.3 Train 15 PTC members in improved organizational management skills.
- 8.4 Train 15 PTC members in joint counseling skills.
- 8.5 Train 675 care takers of PLWA in stress management, basic care and support for PLWA.
- 8.6 Train 15 PTC members in income generating activity selection, planning and management skills.
- 8.7 Train 15 PTC members in savings mobilization and credit management.
- 8.8 Develop 15 saving and credit guidelines and induct members on its use for PTC Savings and Credit schemes.
- 8.9 Mobilize Ushs 1 million each as seed fund for PTC own credit schemes.
- 8.10 Support 20 joint counseling meetings.
- 8.11 Support PECs to deliver individual counseling services.
- 8.12 Hold 20 periodic reflection meeting support.

Key Result Area 9: *Community care and support for OVCs increased.*

Output oriented activities

- 9.1 Identify in community meetings community project committees (CPCs) in 10 parishes with 60% women.
- 9.2 Train 10 CPCs in leadership skills and OVC identification and equip them with bicycles.
- 9.3 Support 10 CPCs to identify support families and OVC in-schools and out of schools.
- 9.4 Hold 10 verification visits of identified OVCs.
- 9.5 Provide termly educational material support to 1000 OVCs in schools.
- 9.6 Provide improved seeds to 500 OVC support families.
- 9.7 Train 500 support families in best agronomic practices.
- 9.8 Train 500 OVC support families in income generating activity selection, planning and management skills.
- 9.9 Train 10 CPCs in community revolving fund scheme management.

- 9.10 Mobilize seed fund of Ushs 1 million for OVC Support Credit Scheme.
 9.11 Hold 20 quarterly reflection meetings.

Theme 3: Good governance

The drive to promote equitable (geographical and gender) development in the district compelled AFARD to kick-start with pursuing an engendered services delivery and accountability in lower local governments. This initiative focuses at widening political space for and entitlements of women by increasing particularly women's participation and voice in decision-making in local government.

In this planning period, there is need to enlarge such gains made with women to the entire local community so that the essence of participatory governance embedded in decentralization may bear fruits to the people. To do this, the following will be undertaken.

Key Result Area 10: *Local government planning processes reviewed basing on CSO and beneficiary actors' participation and evidence-based planning information.*

Output oriented activities

- 10.1 Hold a dialogue meeting local government and NGO Forum leaders, at the district headquarters, on the importance of participatory and evidence-based planning approach.
- 10.2 Conduct a rapid assessment of grassroots people's participation in decentralized planning processes.
- 10.3 Conduct a rapid participatory poverty profiling of all LLGs involving (i) a participatory assessment of the perception of poverty and its indicators among grassroots communities; (ii) conducting a rapid quantitative survey and analyzing the findings that will in turn provide; and (iii) a poverty status of lower local governments.
- 10.4 Conduct a rapid capacity assessment for participatory and evidence-based planning, budgeting, implementation, and M+E among CSOs and local government staffs.
- 10.5 Using the above findings: (i) review the planning processes and set operational and realistic guidelines that will provide a common planning framework and requirements; (ii) set resource allocation priority benchmark to each poverty status; (iii) develop a joint capacity building programme for participatory and evidenced-based planning; and (iv) develop a rapid poverty M+E tool.
- 10.6 Provide a feedback to and lobby local government and CSO leaders for the adoption of the operational guidelines developed.
- 10.7 Develop training manuals in the areas of the identified capacity gaps.
- 10.8 Conduct 38 training jointly of CSO and local government officials and for elected leaders in areas of the identified capacity gaps.

Key Result Area 11: *Community participation in local government planning processes increased.*

Output oriented activities

- 11.1 Develop community mobilization guidelines in line with the required best practices.
- 11.2 Identify and train community mobilizers in 19 LLGs.
- 11.3 Mobilize CSOs and grassroots people annually to participate in local government planning processes through the local media and other IECs (90 radio talk shows, 60 radio spots, 1500 posters, 2,500 leaflets and 95 drama shows).
- 11.4 Provide annually added technical support to the DPU to develop a comprehensive and integrated District Development Plan.
- 11.5 Support the district and LLG to develop 1000 copies of popular versions of their approved plans and budgets for on-dissemination.

Key Result Area 12: *Women council capacity to effectively engage local governments for engendered services delivery is increased.*

Output oriented activities

- 12.1 Equip and tool 19 LLG women council offices with 95 bicycles, 38 tables, 95 office chairs and 19 filing cabinets.
- 12.2 Train 570 women council executives (WCEs) on their roles and responsibilities.
- 12.3 Train 570 WECS on gender responsive planning and budgeting and budget tracking.
- 12.4 Conduct 5 intra-district meetings for experience sharing

Key Result Area 13: *Lower Local governments' personnel capacity to undertake gender mainstreaming in and auditing of their development plans and budgets is improved.*

Output oriented activities

- 13.1 Develop an agreeable gender responsive planning and budgeting (GRPB) guidelines with LLG personnel and the community.
- 13.2 Review 19 LLGs plans and budgets using the guidelines annually.
- 13.3 Train 19 LLG technical staff and political leaders on GRPB (see 10.8).
- 13.4 Conduct 19 annual gender audit of LLG plans and budgets (see 13.2).

Key Result Area 14: *Grassroots women's participation in LLG's planning and budgeting processes increased.*

Output oriented activities

- 14.1 Conduct 60 monthly radio talk shows to advocate and mobilize women.
- 14.2 Print and distribute 5000 posters, 10,000 leaflets and 10,000 brochures on human and women's right to participate in LLG planning processes.
- 14.3 Conduct 95 drama shows at sub county levels to popularize human and women's rights.
- 14.4 Facilitate 19 SCLG WCEs annually to mobilize parish WCEs to participate in LLG planning processes.

- 14.5 Facilitate 87 Parish WCEs annually to mobilize village women to participate in village planning meetings.
- 14.6 Attend 19 annual SCLG budget conferences and budget approval meetings.
- 14.7 Produce an abridged version of 19 LLGs approved plans annually (see 11.5).

Key Result Area 15: Local government accountability to the community improved.

Output oriented activities

- 15.1 Conduct 190 participatory M+E of local governments' programmes as a budget follow-up.
- 15.2 Document 25 best practices for on sharing and reflection.
- 15.3 Hold 20 periodic feedback meetings on plan implementation through user-friendly local media and self-generated IEC (20 radio talk shows, 2500 posters and 1000 leaflets).
- 15.4 Hold 10 advocacy meetings with leaders on issues that are contrary to agreed upon commitments.

AFARD's Organizational building

The realization of the above thematic targets will in part depend on the organizational capacity to manage the strategic plan. Table 4 and 5 below shows AFARD's internal and external positioning.

Table 6: AFARD's Organizational development concerns

Gap	Recommendation
<p>Governance The board members are so busy that they have not had time to meet as required by the MAA to discuss the organizations business.</p>	<p>A new board should be composed of members with time to hold meetings as required by the MAA. The new board should be inducted to understand their functions.</p>
<p>Management Practices The draft administrative policy and procedure manual has not been approved. The manual though comprehensive has some conflict with the MAA.</p>	<p>The policy document should be aligned to the MAA, approved and operationalized</p>
<p>Human Resources AFARD relies on volunteerism which can not sustain an organization</p>	<p>Explore permanent staff arrangement. Specify job descriptions for volunteers.</p>
<p>Financial Resources Dependence on cash budget approach weakens the link between programmatic and strategic budgeting. Financial system not fully developed in line with the strategic planning.</p>	<p>Design financial diversification strategy. Functionalized the administration manual quickly in order to improve on the financial reporting system, and assets management procedure.</p>
<p>Sustainability The strategic plan in use lacks long term organizational sustainability and financial diversification aspects. No phase out strategy for programme activities is in place</p>	<p>Develop strategic focus on institutional and financial direction. Also cater for design for phase out strategy for each of the projects that are designed</p>

Source; CEFORD-EU CSO CBP (2006) Organizational capacity Assessment.

Table 7: SWOT Analysis

Strengths	Implications	Consolidating strategy
<ul style="list-style-type: none"> • Legitimacy: Is legally registered; Has political support for its actions; Has community acceptance • Culture: Operate on honesty, openness, innovativeness; Is less bureaucratic; Has a high sense of voluntarism • Staffing: Has qualified, experienced, committed and cohesive team • Approach: Uses participatory, evidence-based, long-term impact oriented and self-reliance building intervention • Targeting: Prioritize marginalized communities and especially women • Partnership: Has good, transparent and accountable partnership with donors and beneficiary communities 	<ul style="list-style-type: none"> • Is accepted to undertake development activities in West Nile region • Able to initiate and try new ideas and also implement this strategic plan • Is able to attract new partners • Can use the image and history to fund raise • Reliance mainly on voluntarism reduced effectiveness 	<ul style="list-style-type: none"> • Encourage participatory, rights- and evidence-based and impact-oriented planning, implementation, monitoring and evaluation • Strengthen programmes development based on integrating baseline assessments and challenges and lessons learnt. • Institutionalize periodic fora with partners to account, solicit new ideas, and network. • Build a merger between voluntarism and a permanent structure
Opportunities	Implications	Exploitation measures
<ul style="list-style-type: none"> • Decentralization policy promotes local area sensitivity • Existence of similar organizations (and networks) and many CBOs • Political security and support for 'do it yourself' development • Local government adoption of rights-based approach to planning 	<ul style="list-style-type: none"> • AFARD will remain relevant in gap-filling government services delivery through an integrated approach to services delivery and advocacy 	<ul style="list-style-type: none"> • Utilize the political good will to market the organization • Cross-utilize skills in government and CSOs • Build leverage with existing programmes • Advocate for inclusion
Weaknesses	Implications	Redress approach
<ul style="list-style-type: none"> • Operate mainly on a project as opposed to programme approach • Has a weak documentation of best practices • Lack a fundraising strategy • Has incomprehensive M&E system • Uses a weak programme exit strategy • Has a weak organizational sustainability plan • Has limited gender, HIV/AIDS, and environment mainstreaming skills 	<ul style="list-style-type: none"> • Inability to build a long term self-reliance among its beneficiary partners • Inadequate accountability of programme results to non-intervention site stakeholders • Reliance on donor funds • Inability to sustain organizational growth 	<ul style="list-style-type: none"> • Solicit for programme funding side by project funding arrangement • Document best practices and share with a wider stakeholder • Design a comprehensive (process and impact-oriented) M&E system • Ensure the strategic plan has a clear programme, exit, fundraising, communication, and sustainability plan
Threat	Implication	Redress strategy
<ul style="list-style-type: none"> • Increasing poverty levels in the community • Political instability in DRC 9and partly in Acholi sub-region) • Dependency syndrome of partner groups 	<ul style="list-style-type: none"> • Limited adoption of best practices as a weak community fall-back position is pro-survival strategies 	<ul style="list-style-type: none"> • Advocate government for poverty focused resource allocation • Build self-reliance among partners

However, with the inauguration of a new Board that will also review the Management Policy, the pertinent areas of need this far remain as are indicated below.

Key Result Area 16: *AFARD's capacity to initiate, coordinate, co-fund and management development programmes enhanced.*

Output oriented activities

- 16.1 Recruit permanent staffs who should be project based in order to relive the organizations of reward stress during off peak seasons.
- 16.2 Construct and furnish a sizeable office space that can ably accommodate the proposed staff structure.
- 16.3 Secure operational tools and equipments (computers, means of transport).
- 16.4 Conduct a staff capacity assessment and develop a career development plan.
- 16.5 Secure funds for the operationalization of the career development plans.
- 16.6 Establish and put to use a fund raising strategy.
- 16.7 Establish and put to use a user-friendly communication strategy.
- 16.8 Hold periodic Board meetings.
- 16.9 Hold weekly staff meetings.

6. Financial implications

Costing Methodology

In arriving at the estimated resource estimates for the planning period, a unit cost approach was used basing on the prevailing market rates of the required items to undertake each activity. We also used our experiences from current programmes. For instance, for non-residential trainings the communities are expected to provide for hall hire and meals.

Further, for each theme a project based approach was used to cost its resource needs – direct activity costs, personnel and equipment needs. This method was used because as of now, AFARD does not have any basket funding within which it can employ fulltime staffs and meet all their reward obligations. As such, AFARD is using more or less a volunteer approach where operational costs only take a minimal top-up fund to support the ‘project based hired staffs’ in order for them to experience internal and external equity in the existing job market.

Costing

The overall estimated cost of implementing the strategic direction over the five years is Ushs 7,322,308,900. Table 8 below shows the summary estimates of projected expenditure. Funding sources for the plan include on-going projects especially the EU Civil Society Capacity Building Programme funded engendering services delivery and accountability in local governments and Tudor Trust funded food security project given that the other projects are closing by December 2006.

Table 8: Summary of financial estimates for 2007-11

Thematic Budget Summary	2007	2008	2009	2010	2011	Total	% share
Income security	221,625,000	192,425,000	197,425,000	192,425,000	197,425,000	1,001,325,000	14%
Food security	360,048,000	332,848,000	337,848,000	332,848,000	337,848,000	1,701,440,000	23%
Water and sanitation	294,654,000	263,977,000	268,977,000	263,977,000	268,977,000	1,360,562,000	19%
HIV/AIDS Prevention and mitigation	374,172,000	334,718,000	339,718,000	334,718,000	339,718,000	1,723,044,000	24%
Good governance	385,741,900	179,999,000	184,999,000	179,999,000	184,999,000	1,115,737,900	15%
AFARD management	84,040,000	84,040,000	84,040,000	84,040,000	84,040,000	420,200,000	6%
Total	1,720,280,900	1,388,007,000	1,413,007,000	1,388,007,000	1,413,007,000	7,322,308,900	100%
% share	23%	19%	19%	19%	19%	100%	

7. Resource mobilization strategy

AFARD has a policy to maintain independence and autonomy from any individual or group of donors. To maintain this independence at least 50% of the money raised to support projects must come from untied sources. Furthermore, every attempt will be made to broaden the co-financing base to include donors committed to basket funding. To achieve this, AFARD will:

- Explore avenues for internal resource mobilization.
- Raise its profile with donors by presenting this strategic plan and discussing the possibility of both funding and non-funding relationships.
- Undertake a rapid response to proposal protocol submissions should 'calls for proposals' be issued in the various media.

8. Mainstreaming concerns

Mainstreaming Gender

AFARD is committed to being an equal opportunity employer, which seeks to eliminate all forms of discrimination in the workplace. We will seek to maintain a reasonable gender balance, not only in absolute numbers but also in terms of involvement in decision-making. Recruitment will be based upon criteria of competency to perform the job irrespective of gender or ethnicity. Both men and women will be encouraged to apply for all jobs.

Realizing the existence of embedded gender disparities in the protection and promotion of peoples' rights calls for gender equity through:

- Developing and documenting our gender policy with clear impacts, outcomes and outputs.
- Mainstreaming gender in our administration and programmes, through taking into account gender dimensions in our policies, administrative structures, programmes and operations to ensure that both women and men are adequately represented at all levels of decision-making.
- Developing, advocating and promoting gender responsiveness.
- Strengthening the capacity of staff and partners for gender responsive programming.
- Undertaking gender analysis as pre-requisite in project cycle.
- Designing programmes and encouraging partners to design programmes that target both women and men as equal beneficiaries, participants and sources of information.
- Disaggregating data by gender.
- Developing indicators that are gender sensitive.

- Creating structures and opportunities that will enable women to participate in decision-making and assist partners to do the same.
- Evaluations to include impact assessment of gender mainstreaming and the achievement of stated objectives as per developed gender indicators.

Mainstreaming HIV/AIDS

AFARD has learnt that HIV/AIDS is no longer a health issue per se. But rather it encompasses all aspects of our organizational performance – programmatic and personnel. In this view, a strategy to mainstream HIV/AIDS in both our programmes and workplace is inevitable. While all AFARD programmes should from the 2nd/3rd year be screened for HIV/AIDS programming compliance, our human resource management will promote a greater HIV/AIDS awareness among staff and their families, as where possible specific policies on medical cover for those infected by the virus.

HIV/AIDS scourge has wrecked our community and AFARD will mainstream HIV/AIDS in all its programmes in order to reduce its impact on the development process and the livelihoods of the people. This will be done by:

- Mainstreaming HIV/AIDS in its programmes to ensure that the impact and effect of HIV/AIDS is an important consideration of every programme.
- Developing, advocating and promoting HIV/AIDS awareness among staff, partners, stakeholders and consultants.
- Strengthening the capacity of staff and partners for HIV/AIDS responsive programming and orientation.
- Developing indicators for addressing HIV/AIDS issues and encouraging partners to do the same.

Mainstreaming Environment

That the life of the people of Nebbi is directly and largely dependent on natural asset, any negative effect on it will spiral in reinforcing the inability to come out of livelihood insecurity while at the same time perpetuating the insecurity. To reduce such a situation AFARD will mainstream environmental issues in its programmes by:

- Ensuring that environmental analysis is pertinent in the project cycle.
- Developing, advocating and promoting environmental awareness among staff, partners, stakeholders and consultants.
- Strengthening the capacity of staff and partners for environment responsive programming and orientation.
- Showing the impact and effect of environment in all the programmes in their reports.
- Working towards creating an understanding that addressing environmental issues is an integral part of the development process.

9. Networking Strategy

AFARD recognizes the importance of working with strategic partners and networking with organizations with similar or complimentary mandates. Networking will enable AFARD to achieve greater impact than if it acted alone. In the current planning period AFARD will strengthen its networks and deepen the relationships by making them more focused and result based. AFARD will network with strategic institutions at local, national and international levels. Networking will be focused in the four thematic areas. The organization will work with existing coalitions in order to place itself in the strategic position to influence policies.

10. Communication Strategy

It is evident from the BSII finding that AFARD does not have a clear communication strategy. Often, its accountability to the stakeholders is limited. While among the beneficiary communities periodic review is used, donors and local government receive progress reports. Inter-organizational communication is rarely practiced. Impliedly, different actors within AFARD's intervention chain have different views of AFARD's programmes.

It is in this view that during this plan period, an appropriate and unified communication strategy is to be developed. This will target widening the understanding of AFARD's operation; facilitating learning among stakeholders; inspiring and stimulating change through sharing best practices; and accounting to stakeholders.

This will entail:

- Undertaking strategic public relations by both the Board and Management Team.
- Improving our documentation in print and audio-visual media and on the website.
- Engaging with the mass media

11. Result-based monitoring

Monitoring Process

Plan tracking will focus on monitoring results. Our concern will be on what we set out to **achieve** as opposed to what we set out to **do**. Each theme will develop an annual operational plan with an accompanying schedule of activities. A quarterly review meeting will be held to take stock of the achievements of the quarter, communicate results, and to plan for the next quarter. In order to keep track of the plan implementation, a community based management information system will be developed and used to integrate the log frame approach and qualitative findings. Half-way through the plan, we shall hold a mid-plan review, and a summative evaluation at the end of the plan period.

Monitoring Tool

Our plan tracking system will be based on the Logical Framework Approach (LFA). See annex 2. Both qualitative and quantitative indicators of monitoring the results as stipulated in the LFA will be generated. We shall also develop the means of verifying results for purposes of evaluation. Periodic project reporting will be based on the LFA as a means of monitoring outputs.

However, these will be complemented with:

- Capacity self-assessment of groups, annually, to scan their growth directions.
- Regular (quarterly) review meetings with support visit both at AFARD and group levels so as to ascertain individual group activity implementation and to update lessons learnt.
- Periodic progress reporting using a standard M+E instrument that should capture outreach, relevance, effectiveness, efficiency, consistency, impact and sustainability issues together with programme and operational challenge and lessons learnt.
- Annual staff and Board retreat to build a dynamic team and review policy directions and performance.
- Annual action planning convention to rollover the plan while mainstreaming lessons learnt and uptake new emerging challenges.
- Terminal evaluation. AFARD envisage conducting a participatory terminal evaluation during the third year of the programme. This will be fed into by annual evaluations that assess impacts based on key indicators and to chart the way forward.