



# AFARD ANNUAL REPORT 2014





# Acronyms

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AFARD	=	Agency For Accelerated Regional Development
AIDS	=	Acquired Immunodeficiency Syndrome
BCCE	=	Behavior Change Communication and Education
CEEP	=	Community Economic Empowerment Project
FO	=	Field Officer
HIV	=	Human Immunodeficiency Virus
IGA	=	Income Generating Activities
LLG	=	Lower Local Government
M+E	=	Monitoring and Evaluation
MRAL	=	Monitoring, Reporting, Accounting and Learning
PLWA	=	Persons Living with HIV/AIDS
SNV	=	Netherlands Development Organization
UGX	=	Uganda Shillings
WENDI	=	West Nile Development Initiative programme

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**Rt. Rev. Dr. Ocan Sabino Odoki**  
Chair, Board of Directors



**Dr. Alfred Lakwo**  
Executive Director

## ■ From the Board Chair and Executive Director

The year 2014 has been a very interesting year for AFARD. More than 90,000 people were reached with innovative and low cost projects focusing on children's rights, food and economic security, healthy living, and youth employment. Of particular importance was first, the partnership with Total E&P Uganda a private sector actor in furthering social development. Second, the successful testing of community co-funding of start-up costs of agro-enterprises they selected as their suitable pathways out of poverty. Finally, the commitment the Board exhibited in ensuring that AFARD takes a path of financial sustainability as donor fund is becoming increasingly scarce. Together these approaches reveal that AFARD can diversify its project financing sources and also do more with limited funds. Third, efficiency in resource use was exhibited by the very low cost per person served.

Finally, it is pleasing to hear from beneficiary communities, funding partners, and local government officials that AFARD's work is transforming lives. Nutritious foods are available for many. Household income is on a the rise. Disease burden from preventable sources are on a steady decline. Many children are going to school and are participating effectively. And, citizen's voice is beginning to echo demands for quality services and accountability from elected leaders. These postive impacts have also given AFARD trust and credibility.

We, therefore, humbly appeal to all stakeholders interested in the transformation of West Nile region that is currently next to Karamoja at the bottom of the national poverty ladder to partner with us on this journey. AFARD is a partner you can trust to professionally deliver with honesty.

**F e b r u a r y . 1 5 . 2 0 1 5**



# Introduction

The Agency For Accelerated Regional Development (AFARD) is a local non-governmental organization (Reg. No. S.5914/3753). It is a holder of a 3-year Quality Assurance Mechanism (QuAM) Certificate. Its vision is “A Prosperous, Healthy, and Informed People of West Nile region, Uganda.” AFARD’s mission is “to contribute to the molding of a region in which the local people (men and women), including those who are marginalized, are able to participate effectively and sustainably and take a lead in the development of the region.” Its key values include: Respecting human dignity; Equality, justice, and freedom; Local ownership; Genuine partnership based on mutual trust, respect and honesty; and Transparency and accountability.

AFARD’s impacts are aimed at transforming marginalized communities and social groups into active citizens who are able to sustainably and equitably enjoy: (i) Food and Nutrition Security; (ii) Economic Resilience; (iii) Less preventable disease burdens; (iv) Quality and Marketable Education; and (v) Good governance. In addition, AFARD is pro-actively engaged in enhancing its visibility and financial sustainability.

In pursuit of its vision, AFARD in 2014 reached out to 90,294 people of whom 53.6% were females (see table 1 below) in Nebbi, Zombo, Arua, Yumbe, and Moyo districts in West Nile, Uganda. Majority of these people (92%) were smallholder farmers who only farm an average of two acres of land with traditional crop varieties using indigenous knowledge and technologies. Many of them (89%) have no small animals (poultry and small ruminants) to diversify their food and incomes. Besides, many of them (64%) annually face weather-related risks. Little wonder, their yield gaps are huge (87% for beans, 83% for Irish potato, 52% for cassava, and 39% for simsim). Yet, they sell their small produce mainly raw and individually in local weekly markets to middlemen. They access credit only through their village associations. Thus, 75% of them are extremely poor (i.e., they live far below the US\$ 1.25 per person per day). Their average seasonal income was only UGX 426,177. This income level means that each household lives on a meager UGX 73,030 (or US\$ 25 per month; a value that translates into US\$ 0.11 per person per day. How hard life must be for these people, you can imagine!

**Table 1: Number of people served by project, 2014**

Projects	Males	Females	People served
1. Payera Community Development Project	4,406	5,059	9,465
2. Community Economic Empowerment Project (CEEP)	2,801	4,031	6,832
3. Upscaling PESA Model Project	1,560	1,688	3,248
4. Fisher folk Anti-AIDs Project (FAP)	19,285	20,815	40,100
5. Community Care Anti AIDs Project (CCAP)	4,378	6,200	10,578
6. Sanitation and Hygiene for All Project	8,868	10,203	19,071
7. Opportunity for Youth Employment (OYE) Project	600	400	1,000
<b>Total</b>	<b>41,898</b>	<b>48,396</b>	<b>90,294</b>

Herein we present the major project and organizational achievements of the year. These results were derived from Independent external evaluations; Quarterly project reviews at management and beneficiary community levels; and Monitoring reports from AFARD Board of Directors, and District and Lower Local Government officials.



## Transforming Children's Lives Through Self Help Groups



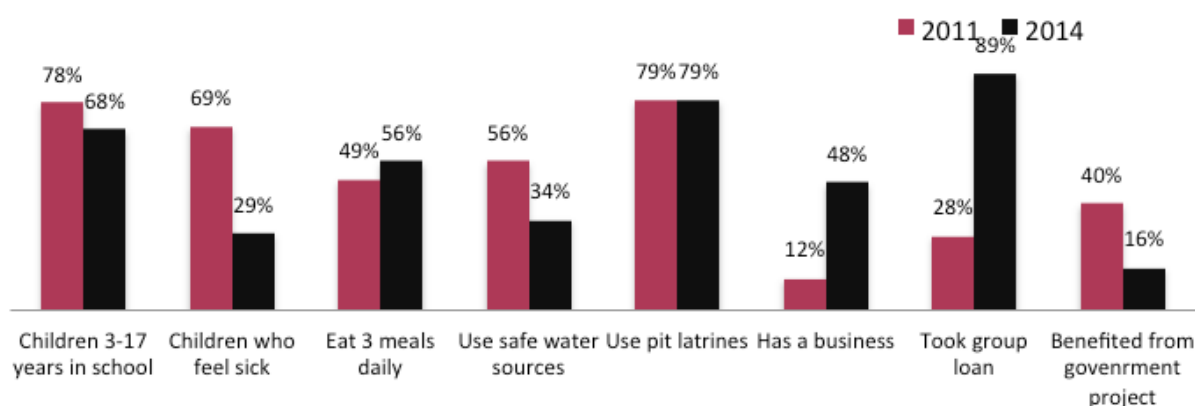
<b>Name of Project:</b> Payera Community Development Project	
<b>Financier:</b> KinderNoteHilfe (KNH)	<b>Annual Budget:</b> UGX 159,960,776

The Payera Community Development Project started in mid June 2011. The project sought to promote and protect children's rights with the basic goal that "households of benefiting village associations are food secure." It focused on developing People's institutions (76 Self Help Groups, 18 Children's Group, and 7 Cluster Level Associations).

Thus in 2014, the project conducted trainings in leadership, child protection, goal setting and vision building, book writing for children's representatives and CLA subcommittee for children. Community-led advocacies were also held during the Day of the African Child and Self-help Group Day celebrations with calls for improved government support towards education and women's projects. Finally, a new 5-year project (called Erussi-Ndhew Community Development Project) was developed and approved with the goal to contribute to the reduction of child poverty in Erussi/Ndhew Sub-Counties, Nebbi district, Uganda." This new project will mainstream agricultural productivity enhancement and youth economic empowerment.

The effort has not been in vain. A rapid assessment of 290 randomly sampled Self-help Group member households in December 2014 revealed good progress especially in the reduction of child sicknesses (40%), access to group credit (61%), having an income generating activity (36%), and hence the ability to eat at least three meals daily (7%). However, retardations also did occur in children's enrolment in schools (10%), access to safe water sources (22%), and access to government-funded projects (24%). These declines were mainly due to: The ever-rising cost of education; lack of community management and financing system to repair broken down water springs; and the decline in local government budgets. This finding therefore confirms that to a larger extent child poverty is persisting in the project areas, thus the need for Erussi-Ndhew Community Development Project to address the gaps.

Figure 1: Achievements in SHG households



## Sustaining Household Food and Nutrition Security



**Name of Project:** Community Economic Empowerment Project (CEEP)

**Financier:** Gorta-Self Help Africa

**Budget:** 872, 095, 988

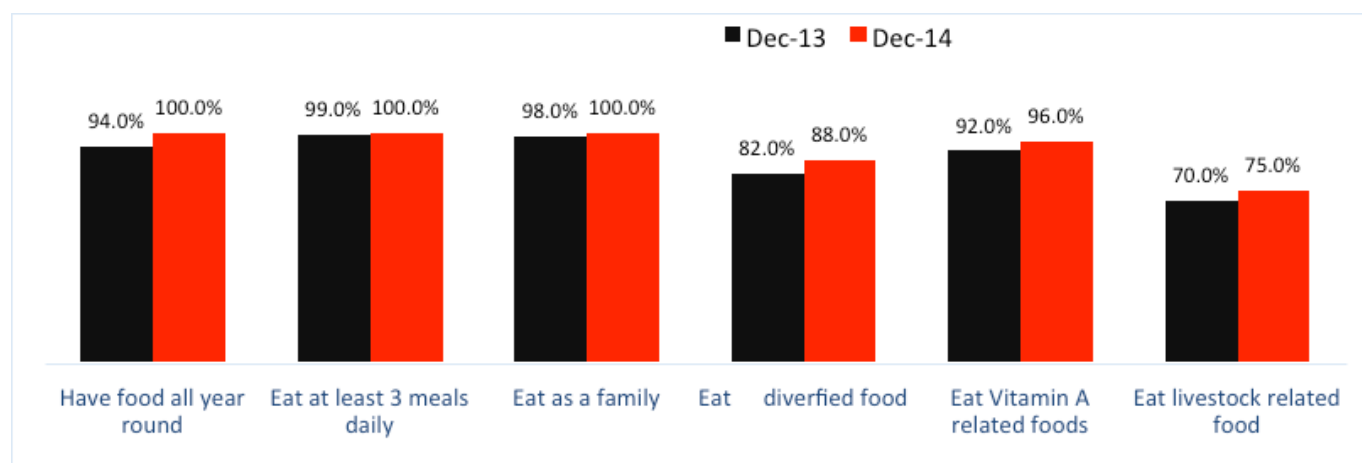
The Community Economic Empowerment Project (CEEP) is a 2.5-year project that started in July 2014. It aims at sustaining the remarkable food security status that extremely poor households achieved in 2013. To do so, CEEP focused on emphasizing improved nutrition from locally available foods. Through the 112 Lead Farmers who were trained as trainers, families were advised to ensure that they had separate gardens for food crops. They were also supported to grow local vegetables. Besides, gender equity in food sharing practices was given undue emphasis.

As a result, there was improved food security in the project beneficiary households. As figure 2 below shows, all the households have food all year round. They also eat at least three meals daily and importantly as a family to ensure equity in food sharing contrary to the tradition where men eat first followed by children and women eat last (often small quantities of food).

Besides, of the 12 common food groups (cereals, roots/tubers, vegetables, fruits, pulse, eggs, dairy products, meat, fish, oil and fats, sugar, and condiments) 88% reported dietary diversity. There was also improvement in access to Vitamin A rich diet (of fruits and vegetables) and livestock related diet (meat, dairy products and eggs).

During the various field visits to different homes by the project stakeholders one word came constantly from the beneficiaries, "our problem is not food now. We have enough for all to eat throughout the year."

Figure 2: Food security status





## Community Agro-enterprise Development Increasing Household Incomes

<b>Name of Project: Community Economic Empowerment Project (CEEP)</b>	
<b>Financier:</b> Gorta-Self Help Africa	<b>Annual Budget:</b> UGX 1,219,302,845

The Community Economic Empowerment Project (CEEP) is a 2.5-year project started in July 2014 with another key focus on community agro-enterprise development (of Irish potato, onions, beans, simsim, and cassava) as a pathway of transforming subsistence farming into farming as a business. Its goal is to increase wealth and food security of smallholder farmers in West Nile, Uganda.

With the target of lifting 20 per cent of 1,824 smallholder farmer households out of extreme poverty by 2016, CEEP trained trainers composed of 112 Lead Farmers to provide specific crop extension services and 130 Business Management Committee members to support collective marketing. In addition, it provided 70% co-funding for start-up costs. This was used to procure quality planting materials including 720 bags of Irish potato seeds, 3,150 Kgs of NABE4 bean seeds, 1,232 bags of cassava cuttings, 10 tins of Red creole onion seed, and 80,000 onion seedlings together with 56 spray pumps, 32 watering cans, 4 cassava mills, 949 tarpaulins, 26 digital weighing scales, and 8,540 jute and gunny bags. Some of the results are shown below.

### The Irish Potato Business Case

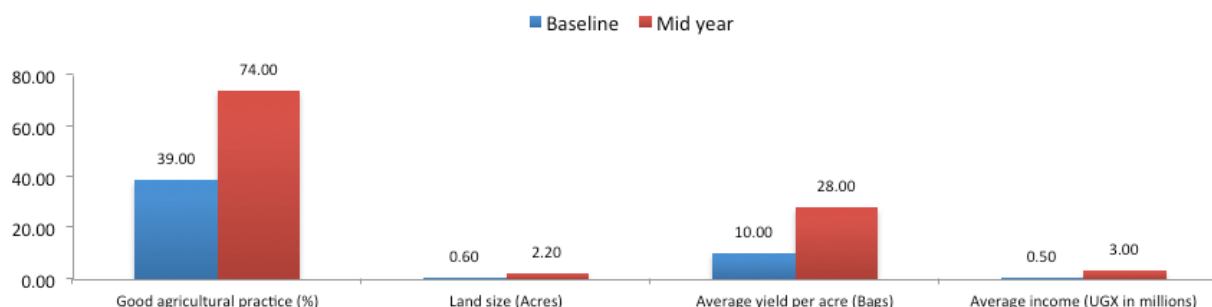
Only four farmer groups in Nebbi (Kubbi) and Zombo (Menze, JODPAC and Pakadha) selected Irish potato production and marketing as their main commodity enterprise. Their decision was based on the facts that: They had some of the crop's production skills; The crop had high local market

demands; and their known net returns from the crop was higher than all other crops grown in the areas.

CEEP, therefore, intervened to close their functional gaps related to high start-up cost, inaccessibility to quality potato seeds, and limited knowledge of better agronomy. While the farmers contributed UGX 33.3 million, the project provided 70% co-funding that was used to procure 720 bags of potato seed that was distributed to 105 farmers with 58.5 acres of land. Also provided were 100 Kgs of Ridomil for controlling late and early blight, 112 bottles of Malathion dust, 20 pieces of knack sap sprayers and jute bags. Training was conducted for 20 Lead Farmers and 20 Business Management Committee members in agronomic and business management skills. The Lead Farmers were also taken on an exchange visits primarily to learn about seed management in Kabale district.

The results, where weather-related risks did not occur, have been very impressive. As figure 3 shows, the adoption of good agronomic practices increased just like acreage and yields. For instance, more than seven farmers in Menze harvested 60 bags of potato from one acre of land each. In this farmer group, all farmers have kept seeds for the next planting season. Meanwhile six farmers have constructed Diffused Light Stores (DLS) and are maintaining the store hygiene well. And on average, each farmer was able to earn UGX 3 million.

Figure 3: Improved agricultural performance





## Case Study 1

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Mr. Ali Kasim is a member of Menze WENDI group. He is aged 27 years and is married to Anichan Subra with whom they have five children. The dream of Mr. Ali is to live a decent life with his family. This requires, he said, a permanent house, means of transport, and education of his children. However, in the short term Mr. Ali targeted to raise UGX 6,000,000 within four months to help him buy a Senke motorcycle for his petty business and also to start the construction of a permanent house. But “where would all this money come from?,” Mr. Ali wondered.

During the CEEP planning meeting, he realized that they had made no mistake in selecting Irish Potato production and marketing as he remarked, “I had seen many potato farmers doing well after harvest and I knew my turn has come.” Immediately, Mr. Ali raised UGX 379,500 as his 30% contribution for one acre. The project contributed 70% from which he received 12 bags of Irish Potato seed, both field and storage chemicals, a shared spray pump, Jute bags for packing during harvesting as well as trainings in improved agronomic practices.

With the ambition to meet his goal, Mr. Ali volunteered to be a lead farmer. He attended the Training of Trainers course and participated in all the mentoring and coaching visits. While he gave part of his time to support his fellow group members, Mr. Ali also devoted adequate time to his garden. He followed all the recommended agronomic practices as he noted, “I would visit my garden at least twice daily and whatever was wrong I had to put right immediately.”

Come harvesting time, Mr. Ali smiled. From every line in his one-acre field, he harvested a bag full of Irish potato. Overall, from his 60-planted lines, he got 60 bags. Of these, Mr. Ali sold 36 bags and earned UGX 3,960,000. He saved 24 bags for seed to farm two acres in the first season of 2015. From this seed Mr. Ali expects that with good yield and market he will achieve his short-term plan.

With UGX 3,960,000, Mr. Ali made and burnt bricks, which he is now using for constructing his dream house. The house is already at ring beam level. He has also opened two acres of land waiting for rain in order to plant. Besides, Mr. Ali has bought a second hand motorcycle (at UGX 950,000).

Mr. Ali’s advice to other farmers is “always heed good agronomic practices in order to attain high yields.” He gladly says, “Mine is CEEP” literally meaning that my wealth is in CEEP.”

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## Engaging Smallholder Farmers with Market Actors



**Name of Project:** Upscaling PESA Marketing Model

**Financier:** Ford Foundation through PELUM Uganda **Annual Budget:** UGX 49,647,200

AFARD signed a Memorandum of Understanding with PELUM to implement a 1-½ year, Upscaling PESA Marketing Model with the goal of “Strengthening the capacity of PELUM Association members to catalyze market engagement for smallholder farmers and advocate for agricultural policies that support their access to markets.” To achieve these objectives, this project focuses on: (i) Establishing agri-business development and market linkages among chain actors and the farmers; (ii) Enhancing the capacities of member organizations to conduct market related advocacy engagements; (iii) Mainstreaming gender across the entire value chain; and (iv) Building the institutional capacity of member organisations in areas of project implementation.

### The Simsim Value Chain

As a start-up, a rapid baseline study was conducted. The key findings were that first, although simsim is a local food crop that initially was grown by women, its viability in the market has made many men (60%) to take up the market production as compared to women (40%). Second, the average land size farmed was only a dismal 2.1 acres. And because of preference for the low-input local variety, the average yield per acre was only 108 Kgs (indicating about 27% yield gap). Yet about 75% of all harvest is sold in the local markets but not through bulk marketing, which accounted for only less than 20% of the sales. Besides, quality issues were not important for many big buyers. Finally, many farmers (61.8%) had never engaged with market actors. As a result, majority (about 65%) sold their produce at give away prices (average of UGX 2,500 per kilogram).

The project therefore intervened to change these production and market distortions. Smallholder farmers were trained using Gender Action Learning methodology on how to plan and manage their farms as a family business. Farmers were also provided with tauplins to improve on the quality of their produce on top of quality management training. In each farmer group a 5-member Business Management Committee was also trained to handle produce marketing. Through participatory market research, farmers were able to identify and dialogue with big buyers on terms they deemed fit for their efforts (volume, quality, price, point of delivery, and mode of payment among other things).

As a result, within the farmer groups, 95% of the farmers rated that their simsim was for the first time of good-to-best quality. Likewise, the buying agents of the big buyers were compelled to buy 59% of quality (clean and sorted) simsim. In return, the average price shot up to UGX 3,300 per kilogram. With these gains, farmers were able to earn on average UGX 540,363. In Panglith, for instance, through bulk marketing the farmers sold 15 MT of simsim at an average of UGX 3,400/Kg and they earned more than UGX 700,000 each. Their group also earned UGX 3 million.

From this result it is evident that there are two-pronged needs for increasing smallholder farmers income: Increasing productivity and building strong and direct market linkages.

## Reducing Smallholder Farmers Risk through Agricultural Insurance

**Name of Project:** Community Economic Empowerment Project (CEEP)

**Financier:** Jubilee Insurance Ltd

**Annual Budget:** -

Smallholder farmers have historically borne all their farming risks. For instance, in the mid-2014 cropping season more than 64% suffered from unfavorable weather especially due to drought (54%) floods (10%), and pests and diseases (36%) with devastating losses. Yet, for these tragedies the farmers did not have any protection for their investments. None had any insurance against these risks. In return, many farmers make minimal investments in farming, which further reduce their yields and ultimately income. The cycle continues season after season and has overtime anchored extreme poverty among subsistence farmers.

Farming as a business like any other business requires risk management to secure farmers' investments. It is in this line that CEEP developed collaboration with Jubilee Insurance Company that operates in Uganda, Kenya, Tanzania, Mauritius and Burundi. Its Multi-peril crop insurance cover is offered to farmers growing any kind of crop. The insurance cover guarantee 65% of yield shortfall due to physical loss or damage to growing crops from drought, uncontrollable pests and diseases, hailstones damage, flooding of the crop field, malicious damages, earthquakes, riots and strikes, explosions, and windstorms.

Through sensitization of farmers only 56 out of 854 farmers (6.7%) hesitantly registered. Many wondered why AFARD was urging them to insure their crops as an elder in Yumbe

noted, "I have been farming for more than 50 years and nothing like this insurance of yours has been promoted even by government".

However, truth had it all. Disaster struck. There was too much rain and drought in the region. The results were high infestation of Irish potato by blight. Beans suffered from flower abortion and bean flies. Simsim farmers experienced rotting, as the crops could not dry during the prolonged heavy rains. These risks led to high losses. Mr. Lamber of Kubbi Community reported that he harvested only 1 sack of Irish potato from one acre of land. In Yumbe, farmers harvested on average less than 10 Kgs of beans per acre.

The "had I known before" wishes became common. While the few farmers who insured their crops are smiling, majority are regretting why they did not. Many farmers have reported that in 2015 they will insure their crops at all cost because they have now seen that insurance is the only way to remain in business. Mr. Lamber echoed, "I strongly doubted why I needed insurance. Now I clearly see the value. I lost virtually everything due to potato blight. But I will be able to buy fresh seeds once Jubilee Insurance pays our claim. What would I have done if I did not insure the crop? Insurance must be adopted by all farmers who want to do farming as a business."

Table 2: Number of farmers who insured their farming businesses

Enterprises	No. of farmers	Acres insured	Premium paid	65% insurance cover	Claim settlement	Average claim value
Irish potato	14	7	2,461,162	33,564,375	28,014,375	2,001,027
Simsim	12	13	321,400	5,232,500	3,377,500	281,458
Beans	30	25	1,774,212	23,409,750	21,309,750	710,325
<b>Total</b>	<b>56</b>	<b>44</b>	<b>4,556,774</b>	<b>62,206,625</b>	<b>52,701,625</b>	<b>941,100</b>





The traditional marriage ceremony held during daytime

## Case study 2

### Breaking Cultural Barriers to HIV Prevention

The Alur traditional marriage as it is locally called “Kenya” is a prestigious event. During the event, the groom’s family (often of more than 30 people) takes bride price to the bride’s family. This price normally involves heads of cattle, goats and some money. The event is a “must not miss” because the groom’s team normally arrives on Friday night and feasts until Monday morning. During this ceremony all the girls in the bride’s family are considered sexually free. Children and married women are not encouraged to participate in the night vigil. More so, there is nothing like rape or indecent assault. Besides, in most cases condoms are either unavailable or deemed not necessary or partially used.

The devastating effects of the marriage festivities with respect to sex abuse (defilement, rape, broken marriages, teenage pregnancies, etc.) compelled the paramount Chief (Rwoth) of Alur to declare that Kenya be conducted during the day and involving as few members of the in-laws as possible. The FAP also mainstreamed this declaration into its HIV prevention education.

Due to the awareness of community responsibility in HIV prevention, Mr. Chona Geoffrey of Nyakagei Parish, Panyimur Sub County (a FAP project area) restricted the marriage of his daughter by his son-in-law (Agenonga Alfred) from Angal, Nyaravur Sub County. His word was “Do not take my daughter (Adoko Jolly) at the price of HIV/AIDS to our young daughters. Your bride price is not better than life and the future of these young ones.” With his sternness, the Kenya only lasted one day from 10:00 am to 4:00 pm. Many of the youth who had mobilized to spend their weekends in the festivities were furious but without any way out. And the persistence of Mr. Geoffrey is now paying off. “Many parents are starting to realize that HIV/AIDS is not what their children look for but can be brought to their own homes by their upholding of risky practices,” said Mr. Orochi Cons, a community Facilitator-Nyakagei Parish Panyimur Sub county.



## HIV/AIDS Prevention and Mitigation

Fisher Folks Anti-AIDS Project (FAP)	Community Care AIDS Project (CCAP)
<b>Financier:</b> Civil Society Fund	<b>Financier:</b> Total E&P Uganda
<b>Annual Budget:</b> UGX 221,647,657	<b>Annual Budget:</b> UGX 199, 306, 999

Under this pillar, AFARD had two projects whose goals were to contribute to the prevention of new infections and mitigation of effects of HIV/AIDS in Panyimur, Pakwach and Erussi sub counties and Pakwach Town Council in Nebbi District. While FAP targeted fisher folks and the economically vibrant border population, CCAP exclusively targeted the high-risk exposure of oil and gas workers and the local communities to HIV infection as a result of oil exploration.

In the year, both projects provided behavior change communication messages on: (a) HIV/AIDS to 17,544 people; (b) Sexual Gender Based Violence (SGBV) to 371 people; (c) Life skills education to 413 youth in and out of school, commercial sex workers and Boda boda riders; and (d) Prevention of Mother To Child Transmission to 2,090 women. In addition, they supported the distribution of 400,040 condoms (8,100 female condoms) through established outlets (peers, bars and lodged, and camps). Further, the projects mobilized and referred 120 men for safe male circumcision while 1,014 women were referred and received ante natal clinic services. Likewise, 13,427 people were supported to test and know their HIV status. The terminal evaluation of CCAP (see excerpt below) revealed that the improved awareness about HIV/AIDS has been accompanied by changes in especially unsafe sex. The uptake of biomedical methods such as testing for HIV status, condom use, and delivery in health facilities also increased. Commercial sex workers now desire alternative livelihoods.

### An excerpt of external evaluation

The Community Care Anti-AIDS Project (CCAP) was a one-year intervention funded by Total E&P Uganda aimed at contributing to the prevention of new infections and mitigation of effects of HIV/AIDS in Pakwach Town Council, Nebbi district. The external evaluation, which concluded that the project was very successful, found out that on:

- **Relevance:** CCAP responded to the right critical needs in Pakwach Town Council where HIV prevalence rate was 9.2% well above the 7.4% national average.
- **Effectiveness:** 100% of planned outputs (after revision for 6% withholding tax) were delivered with effective participation of the various project beneficiaries.
- **Efficiency:** CCAP served more people than was planned and at a dismal per capita cost of UGX 17,414 per person reached.
- **Impact:** There were marked increase in awareness about HIV/AIDS and ultimately reductions in risky behaviours, namely: 18% "sticking" to steady sexual partners, and 10% and 58% reduction in transactional and intergenerational sex respectively. Consistent condom use also increased by 54%. Meanwhile 4,941 people tested for HIV; 120 males received safe male circumcision, and 859 mothers delivered in health facilities.
- **Sustainability:** CCAP has strengthened Bed Kuwengi Post Test Club to provide continued HIV/AIDS education and support to PLWA. It has also built functional linkages with Pakwach Health Centre IV for continued access to biomedical services.
- **Best practices:** The key learning were: Building community own resources persons as behaviour change agents; Regular monitoring to enhance reflective implementation and accountability; Good cooperation with government authorities to leverage resources (skills, supplies, and regulations); and Working with different social categories in their distinct settings as a way of enabling free and open peer discussions/learning.

## Eliminating Open Defecation



<b>Name of Project:</b> Sustainable Sanitation and Hygiene for All	
<b>Financier:</b> SNV (Netherlands Development Organization)	<b>Annual Budget:</b> UGX 53,500,000

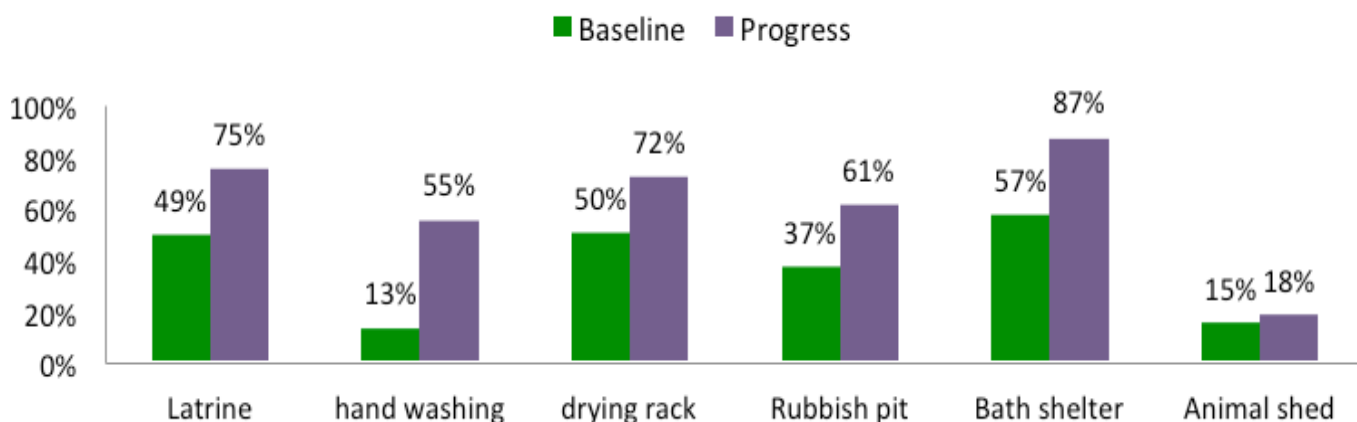
SNV Uganda, with DFID funding, is implementing the Sustainable Sanitation and Hygiene For All (SSH4A) Results Project in 9 countries in Africa with a combined rural population of about 60 million people (over 30% of who still practice open defecation). SSH4A goal is to improve access to sanitation and promote good hygiene practices to eliminate open defecation. The critical SSH4A components include: (i) Sanitation demand creation; (ii) Sanitation finance; (iii) Hygiene and behavioral change communication; and (iv) WASH governance.

Yumbe district is one of the SSH4A project district. With over 500,000 people who are largely rural (94%), Muslims (77%), and poor (89%) together with a limited capacity of the district local government to improve sanitation and hygiene practices (few NGO support, limited budget, and few staff), the district has a huge challenge of poor sanitation and hygiene.

As an entry point, SSH4A project was initiated in Drajini Sub-County that had a total of seven parishes, 3,715 households, and 19,701 people (99% of who were rural). A baseline study found out that only 49% of the households had pit latrines many of which, by JMP Standards, had poor structures and lacked privacy and any material for anal cleaning. The pits were mostly not covered to block the vector spread of diseases. Only 13% of the households had hand-washing facilities. The simplicity with which latrines were constructed was also reflected in the way bath shelters, drying racks and animal houses were built.

Given that the primary drivers for these poor sanitation and hygiene practices were related to poor attitudes towards the construction of sanitation facilities and lack of access to reliable information the project employed 3 fulltime staff who engaged in protracted behavior change communication and education as well as routine monitoring for the construction and use of safe sanitation facilities in all the 53 villages. Two local technologies for latrine construction were also promoted. Figure 4 shows the results. Overall, 18 villages have been declared ODF free and the community has realized the hidden health, education, social, and economic benefits of improved sanitation and hygiene practices.

Figure 4: Availability of Household Sanitation and Hygiene Facilities





## Facilitating Youth Employment Through Learning

<b>Name of Project: Opportunity for Youth Employment (OYE) Project</b>	
<b>Financier: SNV</b>	<b>Annual Budget: UGX 29,396,500</b>

Between September – November 2014, AFARD with funding from SNV conducted a Youth Business Innovations Event in West Nile region. OYE Project explored existing opportunities for youth employment and why youth were not taking them up. The processes included:

- District Consultative Meetings in Nebbi, Zombo, Yumbe, and Moyo districts with 139 people (33 females) including unemployed youth, district officials, religious leaders, business community, and youth entrepreneurs. It emerged from the meetings that although agriculture presents the highest employment opportunities for youth in West Nile region many youth shunned it. They rightly argued, “if farming the way our parents did failed to lift them out of poverty, why should we waste time in it?” Other constraints to youth employment included: high illiteracy rate among rural youth; Inadequate skills to produce marketable goods and services; Negative attitudes among educated youth who prefer “white collar jobs;” Limited access to start-up finance; Poor economic infrastructure such as roads and electricity; Climate change risk to farming; and Inaccessibility to timely and reliable job information.
- Profiling innovative youth businesses. An analysis of the youth enterprises revealed that: The young entrepreneurs were mainly males with formal education (97%) and 71% were married with an average of three children/dependants. Many of these young entrepreneurs had neither vocational training (68%) nor any training in business management (72%), financial management (79%), life skills (70%), and marketing (87%). Their enterprises were also started mainly to meet family needs and many of them were in agriculture sector. Only 32% were legally registered. The main source (67%) of start-up capital was own savings (mean of UGX 2.8 million). However, 81% of the enterprises employed on average 6.2 people (of which 4.9 were fellow youth). The enterprises also earned a mean monthly income of UGX 325,000; and paid employees a mean monthly wage of UGX 73,399.
- The West Nile Regional Youth Business Exhibition in Arua. More than 600 participants attended and 36 profiled youth exhibited their innovations in agriculture, cottage industry and ICT (e-marketing). This exhibition promoted marketing, networking, and learning among youth entrepreneurs. It also inspired unemployed youth and other stakeholders with a fresh look at existing youth employment opportunities. The feedback revealed that Mr. Unencan Sadik from Zombo earned 550,000 from selling chicken. Pacer wood carvers developed youth-to-youth information exchanges on product development with the youth from Arua. And, through the exhibition “Youth at Work” secured two contracts with AFARD worth UGX 6 million.

In sum, OYE project showed that: There are many opportunities for walking unemployed youth into the world of work. Strengthening “existing young entrepreneurs” to grow and become transformative enterprises with skills development, access to finance and market linkages is one sure way of increasing youth-to-youth job creation.

# Building AFARD's Financial Sustainability

Donor financing is becoming increasingly limited, competitive, and dictated. Many NGOs have flooded the donor market and many big donors prefer international NGOs. As a result, many local NGOs are forced to sidestep their vision in search for “quick funds” and NGO staffing and outreaches are continuing to reduce substantially.

AFARD is facing similar challenges in this unpredictable NGO financing landscape. Zealous of its vision and aware that the exceptionally high poverty levels in West Nile region will take time to reduce to the national average, AFARD strives for hard work, at times with independence, innovations, and risk taking. Consequently, AFARD has been piloting social enterprises with win-win-win gains for smallholder farmers, farmer groups, and itself.

In 2014, the following were pursued to learn market dynamics:

- a. Produce marketing especially of simsim where AFARD provides extension services, bridging finance for farmers, and contract negotiations with big buyers. This component has witnessed the bulking and marketing of more than 100 MT.

- b. Poultry farming (of layers) to ensure regular supply of fresh eggs to Nebbi town that used to depend on egg supply from Kampala. Overall, 4,000 birds are reared.
- c. Subsidized tractor hire service to enable farmers increase their acreage hence yield and income .
- d. Production of vegetables, beans, Irish potato, and cassava on its farmland.
- e. Small solar trade whereby AFARD procures supplies from solar traders and work with farmer group representatives to sell to their members on a commission basis.

The results have been mixed. Changes in international market grossly affected produce trade. Meanwhile working with buying and selling agents has led to losses. Besides, cash flow challenges retarded the ability to expand the business options.

All in all, these pilot enterprises have demonstrated that AFARD can enter the market and compete with other actors. Thus, the Board of Directors have decided to register an independent business arm with effect from 2015.



# Organizational Performance

In the year 2014, the following were also achieved at the organizational level:

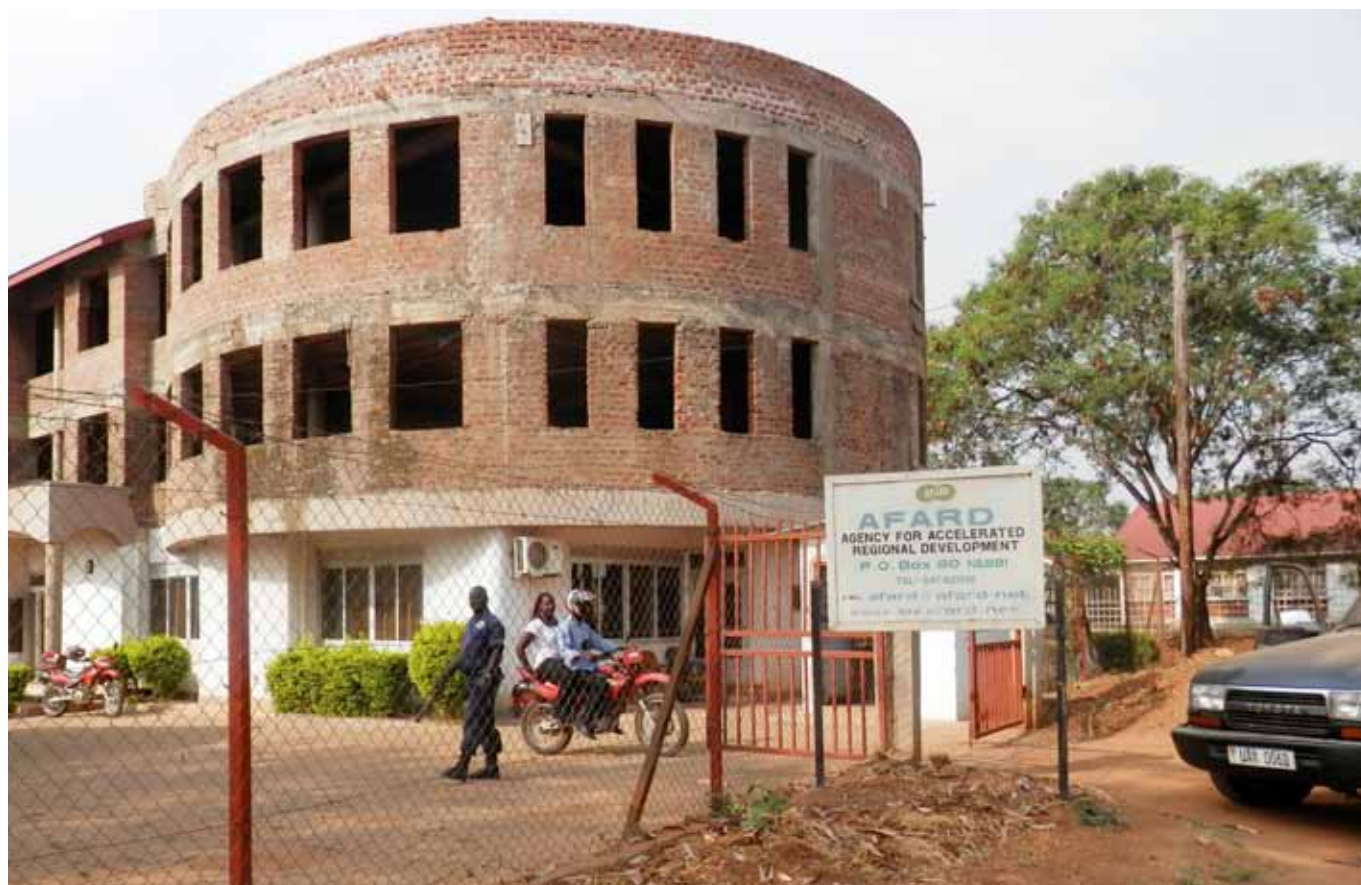
**a) Human Resources Development:** The number of fulltime staff increased from 33 to 34. And staff capacity building continued. Among other trainings, three staffs from Finance department were supported to continue with their professional course. ILO Youth Entrepreneurship Facility also trained ten programme and finance department staffs as trainers in Business Management Training.

AFARD also provided learning opportunities for seven interns from Makerere University, Makerere University Business School, Uganda Christian University, and Gulu University.

**b) Asset Acquisition:** AFARD was able to improve on its asset value. The AFARD Headquarters' Office block was roofed. More computers and printers and motorcycles were also procured.

**c) Organizational growth:** We were also able to:

- Finalize AFARD 5-year Strategic Plan for 2015 – 2019 with the goal of “contributing to the socioeconomic transformation of 150,000 vulnerable and marginalized people for inclusive and resilient livelihoods”.
- Retain our membership and active participation in district and national networks such as: Uganda National NGO Forum and District NGO Forum in Nebbi, Yumbe, and Moyo; PELUM – Uganda Chapter; Uganda National AIDS Service Organizations (UNASO) and Network of AIDS Service Organizations in Nebbi; and Uganda Water and Sanitation NGO Network (UWASNET).
- Initiate the rebranding of AFARD website with a window for internet-based resource mobilization.
- Engage Board members in resource mobilization as they directly submitted a number of proposals and concept notes to different funders.





# Financial Performance

## Revenue Performance

In the period January to December 2014, AFARD realized a total revenue of UGX 3.3 billion. This revenue indicates a decline from UGX 5.9 in 2012 to UGX 5.5bn in 2013. The good news is that although donor funding still constitutes a bigger share of AFARD's annual budgets, there is also a gradual decline in donation from 98% in 2012 to 95% in 2013 and now 90% in 2014. AFARD remains committed that by 2019 it should be able to finance at least 25% of its budget locally.

## Expenditure Performance

In the year, 85% of the budget was spent on financing direct project activities. Most of this project cost covered 70% co-

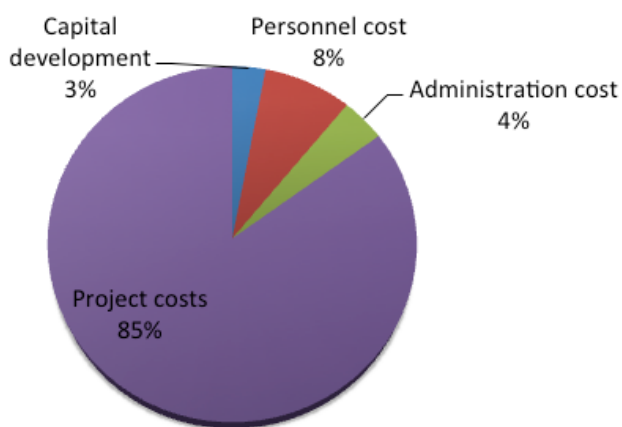
funding of agricultural inputs aimed at enabling farmers secure start-ups. Unfortunately, there was no fund for supporting food production, construction of safe water points, and good governance.

## Project Audit

In the course of the year, the following independent audits were conducted:

- Deloitte & Touché audited our 2013 Final Accounts.
- Payera Community Development Project was audited by PKF.

Figure 5: Expenditure in 2015















**AGENCY FOR ACCELERATED REGIONAL DEVELOPMENT (AFARD)**

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