

The **KRC** **Annual Report**



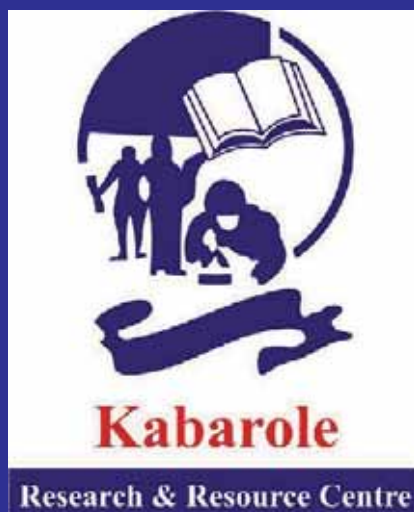
Kabarole

Research & Resource Centre

2008



The KRC Board of Directors



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Our Vision:

An equitable society of empowered and enlightened people taking responsibility for their own lives in an economically dynamic and environmentally sustainable manner

Our Mission:

To strengthen development processes involving practitioners, academicians and policy makers that enable the society generate relevant ideas, knowledge, skills and resources for equitable sustainable livelihoods



About Kabarole Research And Resource Center

Kabarole Research and Resource Center (KRC) is a well-established NGO operating in the Rwenzori Region of Western Uganda. Founded in 1996, with a research mission and a long-term commitment to understanding the measures and drivers of poverty and its solutions, KRC has accumulated substantial experience in research and created numerous development programs based on community analyses of the activities which would be most helpful in achieving sustainable and equitable socio-economic development. Twelve years of experience in community development work has led KRC to identify a new strategic direction currently being adopted, focused on supporting the need for integration and effectiveness of development research &

information, decision-making and implementation, reaching to national levels of research, information and policy formation.

KRC is focused on strengthening its skills in the areas of (1) producing in-depth and insightful research for development, packaging information and disseminating it to strategic development partners; (2) facilitating and supporting the process of prioritizing opportunities, selecting partners, and making the decisions that get initiatives successfully started, and (3) facilitating the most effective monitoring and interaction between decision-makers and implementers to see each program through the stages of implementation to successful sustainable conclusion.

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Director's Foreword

Tracking progress of 2008: the road journey to success

By Alex Ruhunda

When I wrote in 2007, that KRC would supplement its already existing community development programs with a gradual move towards establishing a Research and Development Institute, I was very optimistic that it would not only be a mere change of structure and outlook, but it would open a new chapter in the history of KRC-and it has. We have since recorded tremendous results and the new direction is already a selling product

When we began operations in 1996, just as a team of young University graduates, our main aim was to conduct research studies that would assist development actors to plan effectively using our evidence-based and analytical findings. This evolved into the current programs that KRC has been running for the last 12 years.

As I did mention in my foreword for The KRC 2007 Annual Narrative Report, there is urgent need among development Actors to become more dynamic in approaches that increase participation of all stakeholders- including government, so as to achieve, accelerated growth. The 2008 KRC Journey has been very much cognizant of the above notion-thus the introduction of the Development Leadership Group (DLG) -a regional Association that brings together leaders to share ideas, plan and draw strategies of developing the Rwenzori region. This has also been supplemented with the establishment of The Rwenzori MPs Forum which brings together all MPS form the region to discuss issues of development

AS we shall be sharing with you in the body in chief of this report, the DLG - and other proactive initiatives by KRC in partnership with various stakeholders are part of a long term vision to support, monitor and advise the various government structures to perform better. This has also been strengthened by the steady growth of Civil Society organizations as exuded by their well organized CSO fair that even witnessed the launching of the regional Women Forum by Uganda's First Lady Janet Museveni



The recognition of our work both nationally and globally reached peak in 2008, as we increasingly got involved in Global Development Causes. Some of these included, - but not limited to, officially assuming the presidency of the IACD, engagement in Zimbabwe, organizing the COMESA Trade for Peace meeting, and also presenting various papers in Europe and Africa and India

During 2008, KRC embarked on a restructuring exercise. This was not only meant to suit the new Direction of Research, Information and Process Facilitation, but it also worked to strengthen the KRC technical with placement of personnel in their areas of specialty.

As we start 2009, I would like to re-echo my voice onto the old adage that 'United we stand, divided we fall'. Lets all work together, as we buttress our strengths and numerous talents, for the development of the world

Happy 2009

The KRC Annual Report 2008

Contextual Analysis

Opportunity for farmers in 2008/2009 budget proposals

The 2008/2009 budget read in June 2008 highlighted some opportunities for farmers and saving groups. Allocations were made more on improving infrastructures especially roads and industries and support to rural microfinance (SACCOs). The budget also saw the scrapping off of income taxes from new agro processing business, provided there were within 30 kilometers off Kampala (New vision June 13th pg 2). This trend would not only encourage the production and processing of agricultural produces from rural areas but also increase the enthusiasm of rural farmers to add value to their produce. KRC focus is to emphasize value addition to the agricultural produces through agro processing and joint marketing as opposed to individual marketing. With the government's focus on infrastructural development improving feeder roads, the transportation of agricultural produce would be easier especially the possibility of heavy trucks to have access to rural areas. The scrapping off of VAT from trucks carrying more than 3.5 tones of agricultural produce, favors farmers producing in big quantities. However, the inflation trends does not allow the community to benefit from budgetary allocations as Prices of manufactured goods and construction materials rose by 22% and 15% respectively in the last four months . The rise in the prices of building materials affected the Marketing Associations (MAs) that were supported with funds to construct produce stores especially in raising their local contribution that was far beyond the amount budgeted for. Thus most MAs had not completed their stores by end of December. However, all the MAs had put in place strategies to try and deal with this challenge.

Promoting value for money, Transparency and Accountability

The Government of Uganda restructured the implementation of NAADS following its suspension by the president, after discovering that some officials were mismanaging the funds meant for implementation of activities. The evaluation of the Programme revealed no meaningful results as compared to the resources that had been injected into by the Government and donors. Therefore, the program has been revisited with a new strategic direction which will focus on supporting the farmers with agricultural inputs at three different levels; increasing agricultural productivity, value addition and marketing so as to ensure maximum returns of income to the farmers. In a similar intervention by the government, some officials that misused global fund have been prosecuted and the office of the IGG remain instrumental in following up corruption cases and prosecuting the culprits

Population growth

Uganda's population increased last year by more than a million . The population will reach 29.6 million up from last year's 28.4. According to the Population Status Report 2008 by the population Secretariat, Uganda's population is expected to hit 38 million by 2015. With rapidly growing population, are more mouths to feed, leaving less for sale. This is a key reason for Land fragmentation into smaller plots on which it is much harder to develop commercial farming enterprises. KRC in partnership with the Population Media centre New York had a series of public seminars to increase on the awareness on the connection between population growth and development. Since community households' productivity and savings are directly affected, KRC intends to mainstream the messages on population in the programming.

Climate change

Like other Regions in Uganda, the Rwenzori Region is experiencing adverse variations in weather which could be as result of global warming. The glaciers on the Rwenzori mountain receding at about 30 metres per year prolonged dry spells, un reliable and abrupt rain fall patterns, fluctuating water levels in river and lakes, rampant disease and pest out break are some of the challenges that the Rwenzori Region is experiencing which is greatly attributed to climate change.

The NGO Act and the operation environment for NGOs The Non Governmental Organizations (NGO) fraternity in Uganda is deeply concerned that legal and regulatory framework for NGOs operations represented by NGO act 2006, its attendant regulations 2008 and NGO policy 2008 reflect inconsistencies and are essentially restrictive of the citizens right to participate in their country's development processes. NGO Act contains provisions that NGOs have challenged and interpreted as representing a draw back on NGO -State relations and a roll back to Constitutional Provisions and guarantees, including freedom of association and citizen mobilization. Of serious concern is a trend of the state attempting to create unnecessary controls over NGO access to citizens and communities. The would negatively impact on the operations, freedoms and obligations of NGOs in Uganda especially those working in areas of civic education and advocacy e.g. Regulation 12 (a) of the NGO Act stipulates that an NGO "shall not make direct contact with the people in any part of the rural area of Uganda unless it has given seven days' notice in writing of its intention to do so, to the local government executive committee and the district administrator of the area" The NGOs are challenging the current policy and KRC participated in the mobilization of NGOs to participate in the demonstration against the law country wide and petition the NGO policy. A legal action is in the processes spear-headed by HURINET.



Human Resource and Aspects of Institutional growth

INTRODUCTION

The Human Resource Office report for the year beginning January 2008 and ending December 2008, covers critical issues concerning the management, planning and development of the Human Resources at KRC. The report specifically presents institutional performance in the areas of staff welfare, recruitment, staff training (Internal and External) and manpower retention. The report also focuses on other developments such as progress on HIV/AIDS mainstreaming in the organization and Institutional Development/Consultancy engagements for partner and non partner organizations.

INSTITUTIONAL AND STRUCTURAL CHANGES

Institutional Changes

After celebrating 10 years of existence in 2006, KRC has been thinking extensively on how it can be more relevant and supportive to the development processes in the Rwenzori Region and the whole country at large. Through a series of strategic thinking sessions, a new strategic direction focusing on Research and Development, Information Sharing and Capacity Building/Process Facilitation was designed. This meant that departments and or programs will slowly be phased out and other administrative and management structures put in place.

In terms of human resource planning and management, the new direction calls for a more specialized work force with higher analytical skills. It also calls for a more motivated and relatively smaller workforce. At a community level KRC will make more use the Community Process Facilitators.

Structural Changes

In a bid to making the workforce more effective Team Leader positions and the Deputy Director positions were scrapped off. The roles of the Deputy Director were integrated in the Human Resource Office and others in the office of the Public Relations and Communications Officer.

After scrapping off positions of Team Leaders and that of the Deputy Director, a transitional Think Tank structure was formed composed of the former Team Leaders and the Deputy Director, Director and the Technical Advisor Maurice Barnes. The major role of this structure was to support the institution to properly manage the transition process.

MANAGEMENT OF HUMAN RESOURCE

Staff Capacity: The year 2008 opened with 37 full time staff and closed with 21 full time staff. This is an equivalent of 43.2% staff turnover for the year 2008. What should however be noted is that half of staff turnover was as a result of restructuring and the other half left voluntarily to go for further studies and others for greener pastures.

Recruitment: In the year 2008, no full time staff was recruited. 1 full time paid volunteer was however recruited as a transitional coordinator for Human Rights and Good

Governance Program and 2 other part time paid staff to strengthen the research team.

Resignation: 7 staff members resigned their jobs. 6 out of 7 who resigned their jobs got new and better paying jobs and 1 resigned to go for further studies.

Demotion: No demotions were made.

Contract Termination: Contracts of 8 staff members were terminated. 1 out of the 8 staff members whose contracts was terminated had his contract terminated on the basis of mishandling institutional properties which put the institution in heavy financial loses. The other members' contracts were terminated as a result of restructuring which required a more sizable and focused workforce.

However Staff members in dire need of money enjoyed the salary loan scheme which offers members loans at a very low interest rate (1% per month) payable within 1 year, members continuously encouraged to save under SSS and the organization has remained committed to contributing its 10% share to SSS.

HUMAN RESOURCE DEVELOPMENT

Staff Training

KRC remained committed to maintaining a competitive, highly skilled and experienced workforce. This year KRC has given opportunity to over 60% of its staff to attend local and national trainings, workshops and conferences which gave them more confidence and skills to engage at different levels. Two staff members were also given an opportunity to attend international trainings which were conducted in India and Tanzania. The one in India was on Human Rights and Human Development and was organized and coordinated by HIVOs, KOSMOPOLIS and UNIVERSITEIT HUMANISTIEK and the one in Tanzania was on Civil Society Boards and was organized and coordinated by EASUN.

Internally staffs were given in house trainings and sensitization sessions in cross cutting issues and the following need mention: Computer training using Microsoft office word 2007 by the IT Officer KRC Political Governance and Military Science by Kajabago -Karusoke (political lecturer at Kyankwanzi Leadership Institute), Banking and Banking services by Stanbic Bank-Fort Portal Branch, The Local Services and Hotel Tax 2008 by Fort Portal Municipality Revenue Officer

KRC plans to increase the percentage of staff accessing short term trainings in relevant areas. Special attention will be given to the staff joining managerial positions.

HIV/AIDS Mainstreaming

For the last 3 years KRC has been implementing the HIV/AIDS mainstreaming program supported by Concern Uganda. The program recognizes the fact that HIV/AIDS has greatly affected the employment sector and little has been done to support employees to cope with its challenges at the workplace and in their families. This has

also greatly impacted on the performance of employees at the work place. The program aims and objectives fit very well in the institutional manpower vision of maintaining a healthy, skilled and competitive workforce. Some of the initiatives that KRC organized included; sensitization meeting on Cancer and HIV/AIDS, a staff spouse day out where trainings on general Communication, Stress management, caring for persons living with HIV/AIDS and Family Planning were conducted, mapping of HIV/AIDS Care, Support and Treatment service providers (process is ongoing) a HIV/AIDS notice board where relevant HIV/AIDS information is placed, and also collected HIV/AIDS IEC materials and put them in the resource room

The HIV/AIDS mainstreaming activities have made staff

become more conscious about the cause and spread of HIV/AIDS and have also increased openness among staff members. For purposes of taking this initiative further, senior management passed a resolution that a percentage of the proceeds from consultancies be saved to support the HIV/AIDS mainstreaming program.

Capacity Building for Partner and non partner organizations

KRC also engaged its staff in external consultancies. These were partly funded by the French Embassy, DANIDA and SNV. The consultancies not only brought in revenue to the organization but also built confidence in the staff to handle big tasks and engagements

Summary of KRC income and expenditure for the year ending December 2008

Donor	Opening bal. (A)	Actual Income (B)	Actual Expense (C)	Variance (A+B-C)
Kwataniza	(150,000)	150,000		
Hivos Program	119,815,071	549,958,512	508,335,758	161,437,825
Hivos MFA	30,090,449	90,476,798	106,137,400	14,429,847
McKnight Foundation	61,968,235	89,008,660	73,930,480	77,046,415
DFID	(39,744,922)	294,471,451	248,134,349	6,592,180
DED	4,027,000	7,200,000	11,227,000	-
BD	55,515,313	203,157,397	170,993,681	87,679,029
GAA	80,885,881	106,301,988	180,924,757	6,263,112
GOAL	(176,513)	176,513		
CARE		5,262,000	6,500,000	(1,238,000)
European Union	(47,434,646)	47,434,646		
EU NSA		226,400,908		226,400,908
Rabobank Foundation	-	50,928,100	50,928,100	-
Income from Rent, Research and Consultancy	21,488,737	52,896,043	36,833,595	37,551,185
RYNRCA	(780,720)	780,720		
ARV	(2,010,658)	16,797,000	14,786,342	-
MFA SERVICE FEE	37,089,160	9,313,450	1,065,000	45,337,610
ORUDE		12,015,800	3,128,000	8,887,800
Transport Reserve	96,694,686			96,694,686
CONCERN WORLDWIDE	1,964,100	23,857,000	22,293,532	3,527,568
SNV	1,120,000	15,130,000	11,477,500	4,772,500
FRENCH EMBASSY	7,483,756	27,000,000	33,293,756	1,190,000
DAJ-NGO FORUM	10,000,000		10,000,000	-
DANIDA	23,935,200	21,910,000	32,145,200	13,700,000
Total	461,780,129	1,850,626,986	1,522,134,450	790,272,665

Human Rights and Good Governance

Human Rights and Good Governance Activities

The Human Rights and Good Governance Program is the advocacy arm of the organization that seeks to promote awareness in the community on issues of democracy, human rights, peaceful co-existence, transparency and accountability. The program aims at enhancing community participation in addressing development concerns and empowers them to effectively participate in the development of their own society. Key intervention for 2008 include the following

Sub County and District Dialogue;

On a quarterly basis, Sub County dialogues were organized targeting sub county technical staff, opinion leaders as community representatives and the political wing. These forums provided opportunity for the leaders to reflect on the best ways to monitor and manage development processes and programs. The dialogues brought forth a number of issues which included; shoddy work in construction done by contractors, lack of facilities at the health units/schools coupled with weak performance of staff in schools and health centers. A case in point is the education dialogue meetings that were held in Bukuuku and Hakibaale sub counties in Kabarole District to handle the challenge of "increased pupils dropping out of school". The dialogues targeted parents of the school dropouts, politicians, educationists, governance structural representatives and other stakeholders to discuss about action research findings and recommendations done by children with their patron teachers and Community Process Facilitators (CPFs) to address factors affecting their effective learning.

Community Sensitization

Out reaches were carried out twice a month where drama groups at the parish level were targeted to reach out to zoned villages awareness programs. Issues discussed in the outreach programs related to community priority needs and the department core content i.e ; co-existence/peace building, respect for human rights, monitoring services provided to communities, gender equity and HIV/AIDS prevention.

Periodical update of community Notice Boards

Notice boards have been instrumental in disseminating relevant and translated information. KRC adopted the method of using community notice boards as one means of disseminating relevant information to the communities. These notice boards are periodically updated by CPFs with developmental information which mainly comes from local government offices such as the sub county chief, education office, health units and district production unit among others. CPFs also gather information from the CSOs and the private sector. The type of information disseminated and displayed ranged from; approved community development project, budgets, primary leaving examination performance results, HIV/

AID, prevention tips, prevention from mother to child, nutrition, immunization, reproduction health, hygiene, marketing and prevention and control of pests and diseases information.

Partners' experiential learning visits;

One experiential learning visit was organized before the end of the year targeting the Human Rights Associations, Peace committees and Community Process Facilitators from Bundibugyo, Kyenjojo, Kasese and Kabarole Districts to visit their counterparts in Kamwenge District. The exercise provided an open learning and sharing environment where lessons shared especially in the areas of monitoring and documentation of human rights violations and conflicts, sustainable initiatives, working relationship with local governments and leadership aspects within the committees among others were shared. At the same time, the exercise was intended to strengthen networking amongst the committees and local governments especially in supporting the committee's and association's work and publicize their potential skills in community awareness programs.

In-depth Research Studies;

An in- depth monitoring study was conducted to ascertain the effectiveness of Universal Primary Education in four districts of Kabarole, Kamwenge, Bundibugyo and Kyenjojo targeting towards the end of 2008. The report is being processed by the Research Unit under KRC. Public Private Expenditure Monitoring (PPEM) tools were used for data collection and plans are on the way to disseminate findings to the education stakeholders at different levels which include; sub county and district targeting the sub chiefs, sub county executive, parents teachers associations, secretaries for education, community development officers, district education officers, planners, area members of parliament, school management committees. These stakeholders are expected to come up with localized strategies to address the gaps and strengthen the success for improvement..

Training Peace, Human Rights partners and CPFs

Both departmental partners and CPFs under went two refresher trainings which addressed different weak areas that were obtained during the needs assessment exercise and monitoring visits that were conducted by the KRC Staff. The trainings were packaged into two phases to enable the capacity building officers to follow up on the effectiveness of the trainings and thus they focused on; policy analysis, monitoring and advocacy, conflict management, gender equity, human rights and business enterprise development. These skills and knowledge was meant to enable the groups to incorporate them in their activities so as to trickle down to the wider community and leaders.

Publications

Different publications as; Young Peers Magazine, Peace & Development Journal, Tour of Peace were developed targeting stakeholders especially the youth, children, peace makers, politicians, KRC implementing partners and other partners in developments. Some of these stakeholders contributed their ideas and experiences into the different publications inform of articles, experiences, information and news. For purposes of learning from each other, copies were shared with various partners.

Participating the International women's day celebrations

In March 2008, KRC joined the rest of the world to commemorate the IWD; the theme of the day in Uganda was "The role of women in transforming society". Activities of the day included marching through town with placards bearing information about women's contribution in development and the problems they face, exhibitions showcasing the different works of the women in the district, drama shows, radio programs, and testimonies from rural women and speeches. The guest of honour was Hon. Adolf Mwesige (one of the area members of parliament who is also the State Minister for General Duties in the Prime Ministers Office), who also called upon communities to address the problems girls and women face in Uganda. These included poverty, sexual harassment/rape, unwanted pregnancies, domestic violence and the lack of support structures.

Radio Program

On a weekly basis the Civil Society Radio program as an interactive talk show was organized with Voice of Tooro FM radio station to provide information, stimulate discussion and raise awareness on a number of issues as; good governance, democratization, political pluralism, and accountability. Important to acknowledge is that the numerous talk shows have influenced other radio talk shows aired on the local FM radio station to debate about development and governance issues and community contribution through phoning and writing in. Additionally, local government departments especially education, health and production have on a number of occasions requested for space on the program to share information with the public about district plans, progress and expectations, thus increasing participation of communities in monitoring government programs

Grants Assessment and Support to Groups

In a bid to support continuity of the awareness work at community level, KRC has been working closely and through the youth groups as mobilized structures in the field of music and drama activities. In this reporting period, grants were distributed to few selected youth groups and peace associations to enable them sensitize the communities at village and parish levels on peaceful co-existence, community participation in government development programs, prevention HIV/AIDS, adherence to ARVs, education for girls, disease prevention and monitoring the services provided by the government and private agencies.

Leaders Dialogue

This year's retreat (2008), marked Kasunga 111 interactive meeting whose objectives were to assess the region's development path [strength and weakness] and the way forward, discuss a proposal for the establishment of a regionally integrated and holistic development plan, and to agree on a regional leadership team whose role will be to direct, guide and support the development efforts in the region, and monitor progress. In this retreat, leaders resolved to take forward the development progress in the region through a generally agreed and accepted model to achieve development that is people centered. A strong and mutually supportive leadership to steer such development efforts dubbed the "Rwenzori Region leadership Group" was set up comprising of all Local council 5 leaders from the districts in the region, a male MP from Kyenjojo District and female MP from Kamwenge District, the head of civil society organizations (RANNET), the Presidential Advisor comprise the group. Mountain of the Moon University was co-opted on the committee to give technical advice and any donor with specific commitment to the region's development was to be taken on as an advisor.

This team will serve the purpose of guiding a think tank for the Rwenzori region and with particular interest in pushing for a research agenda based on clear data as well as tracking results of development investments and making sure that the region taps fully into National Programs, it will also pursue evidence gathering and advocacy around the need for increased tea production, power generation, and gravity water supply in the region for increased production. By this reporting period the leadership team had already met to design a practical work plan that will guide the whole process, leaders also signed a Memorandum of Understanding with Mountains of the Moon University (MMU) to show their support and Commitment to the process especially supporting Mountains of the Moon University. KRC will still take center stage in mobilizing the leaders to realized this long-term development agenda

Monitoring & Evaluation

The implementation of activities was monitored by the department on a quarterly basis with the support from the Research Unit to ascertain whether the objectives and results were being achieved. KRC is planning to carry out an end of project evaluation in 2009 under the leadership of the Research Unit. The findings of the report will be shared with the development partners, implementing partners, sector related stakeholders and the institutional staff in order to reflect on the findings and recommendations for application to address the gaps and build on the strength and successes.



SECTION 5: RESULTS MATRIX

Program objectives	Planned input	Planned output	Actual in put/Output	Outcome	Plans ahead
R.1 Increased participation of the community through CSO and local government structures in planning, implementation and monitoring of resources for improved service delivery	<i>4 dialogue meting held in each of the 9 sub counties to enhance community participation in development planning process</i>	4 dialogue meetings held on a quarterly basis in each of the 9 sub counties in our areas of operation	9 dialogue meetings held in each of the sub counties of operation	This was an avenue for information sharing particularly basing on information collected on the performance in Primary Living Examination, poor performance of the health sector and the shoddy work being done. Bi – laws and other action points were put in place to improve the performance and some contractors had to redo the work	Follow ups are being done by the implementing partners and CPFs. More dialogues will be held in the sub counties of operation.
	<i>drama sensitization done two times in each parish on the key department thematic content including peace and human rights, policy advocacy and monitoring, gender and HIV</i>	At least 14 live drama sensitization done in each of the 14 sub counties in the program area of operation	14 drama groups supported through the partner organizations to carry out drama sensitizations	The community has continuously become aware of their rights and responsibilities in monitoring service delivery, respect of rights and co –existence. Communities have participated in monitoring programs and services provided by government and have increasingly exposed corruption tendencies and cases of shoddy work	More support will be given to these groups to continue with the sensitization.
R.2 Enhanced community based information systems that generate, access information, regarding planning, allocation and utilization of resources.	<i>Providing relevant and repackaged information on resource allocation, health, agriculture, etc to partners and CPF's to use it in updating 60 village notice boards in 9 sub counties</i>	60 notice boards are updated with relevant information	CPF's have continued updating all the 60 notice boards in their various locations. While the Sub County Chiefs and the health and education sector providing relevant information	Communities have used this information to monitor service delivery and performance of government, since the information that is provided is concerning sub county development plans, budget allocations and contractors which makes it easy for the community to engage with the leadership concerning service delivery. Letters, demonstration and phone calls have been registered as indicators of their active participation	Notice boards will continuously be updated. Civil society organizations have also used the same notice boards to pass on information concerning their programs to the community.
	Radio programs	48 radio talk shows held	48 radio talk shows held on various topics based on findings from information	These have created awareness in the wider community on issues of	The programs are on going and are held every

			collected and public's requests.	good governance, democracy peace and human rights. Community members have expressed themselves on air on issues affecting their welfare and have had positive responses from the concerned persons. The radio programs have brought on board political leaders, civil society organizations, police and the judiciary to pass on relevant information to the people	Sunday.
R.3 Increased knowledge base on human rights and peaceful co-existence through research and documentation of best practices	<i>Two refresher courses organized for program partners and CPF's to address areas of policy advocacy and monitoring, conflict management, gender, human rights and business enterprise development</i>	16 CPF's, 9 peace and human right association and 5 youth groups are trained in the established areas of capacity gaps	Trained 16 CPFs, 9 peace committees and 5 youth groups in business planning	Through this training, the groups (peace committees and youth groups) were able to come up with simple business plans for the income generating projects that they wanted to undertake. This also increased group cohesion since they were able to reflect upon their work and what they were required to do in order not to deviate from their original mandate of formation	Training needs assessment will be undertaken from which more refresher trainings will be given.
	One research study/survey on education conducted to inform proper planning process in the education sector in the region and beyond	An education survey conducted and documented providing factual information that can be relied in the planning process			Planning processes and literature review are still being undertaken after which the study will start in September
	Partner experiential/learning visit	One exchange visit organized for program partners and CPF's as a learning and sharing avenue	One regional joint meeting organized for peace committees' members, local leaders and CPFs. Patrons had an exposure to Hakibaale sub county	Members shared their experiences in line with peace building and laid strategies of strengthening their awareness programs in collaboration with the local leadership given the fact that conflicts still existed within their areas. Through this interaction, a network of peace actors emerged that was meant to strengthen the networking with other peace actors regionally and nationally	Another experiential meeting to be organized at the end of the year
				Patrons were able to learn how the different schools work with the children's clubs and school administration in ensuring the reduction of the dropout rate.	

<p>R.4 Enhanced human rights education through community based structures</p>	<p>Commemoration of international advocacy days (peace day, human rights day, women's day, world aids day, day of African child)</p>	<p>Five specific days i.e. Peace day, international human rights day, day of African child, world aids day and international women day, are commemorated and will act as an avenue of creating awareness on issues of women's and children's rights, HIV/AIDS, peaceful conflict resolution and co-existence</p>	<p>Participated in the commemoration of the international women's day and the day of the African Child</p>	<p>Women's day was organized under the theme; "role of women in transforming society" the events on this day focused on the problems girls and women in Kabarole district and generally Uganda are facing-lack of basic needs, poverty, sexual harassment/ rape, unwanted pregnancies, domestic violence and the lack of support structures.</p> <p>To improve the lives of the rural women in the district, the participants pledged to introduce rural women dialogue meetings that will involve the women in debate and sharing about the problems they face and how they can be addressed</p> <p>The day of the African child was organised together with other civil society organisations in Bundibugyo to advocate for the right of children in accessing education and stopping the children's violations in the district. Different stakeholders agreed to embark on a serious campaign to raise awareness on children's rights and the importance of educating the girl children.</p>	<p>Plans are under way to hold the civil society annual fair and the international day of peace in September.</p>
<p>R.5. Strengthened capacity of the community to</p>	<p><i>Grants support to 11 youth groups and peace and</i></p>	<p>11 groups given grants to enhance their awareness</p>	<p>One human rights group supported</p>	<p>The human rights counselors were supported to follow up on</p>	<p>An assessment of the peace and youth groups will</p>
<p>respond and exercise their civic rights and obligations to influence development processes and promote accountable leadership.</p>	<p><i>human rights associations</i></p>	<p>programs</p>	<p>Youth groups Assessed</p>	<p>the education dialogues that were held particularly to ascertain whether the children who dropped out of school had returned as per the actions that were made from the dialogues</p> <p>Three youth groups were assessed by the economic empowerment department at KRC on their income generating projects that are meant to sustain their awareness work. These were presented to the selection team and their projects were approved for funding. Funds will be disbursed to these groups in the coming quarter</p>	<p>be undertaken to ascertain their progress after which they may be supported to continue with their sensitization work.</p>



<p>R.6 Enhanced mechanisms of promoting key rights issues that emerge from community concerns in the area of transparency, accountability, human rights and gender</p>	<p><i>One regional leaders retreat conducted for leaders to respond and provide actions to key community development challenges</i></p>	<p>A regional leaders retreat is conducted with leaders taking action on raised issues/concerns</p>	<p>1 regional leader's retreat organized under the theme "turning collective will into collective action" moving from donor-driven agendas that emphasize the planning over the implementation, to driving our own priorities and both planning them from our real starting points and implementing them well. This followed a consultative meeting that was earlier held on regional development. The retreat brought on board regional MPs, LC5s, district planners, C.A.Os and members of the civil society.</p>	<p>Several issues concerning the need to have an integrated regional development were discussed and the following was agreed upon;</p> <ol style="list-style-type: none"> 1. Formation of a regional development leaders group that would guide and support the development process. This team was comprised of all LC5s, MPs, and presidential advisor to the Rwenzori region and a member from CSOs. 2. Having a regional database of resources and opportunities existing within the region that would be basis for decision making and programming. <ul style="list-style-type: none"> • Different districts agreed to contribute towards the organizing of the upcoming leaders' retreats • An M.O.U was been signed between the district leadership and MMU affirming their commitment towards the initiative. 	<ul style="list-style-type: none"> • The formed leadership group was to help in the formation of a 'think tank' with the community based Mountains of the Moon University for research and evaluation assistance, and working closely with the district planners and government research teams. The 'think tank' will recommend terms of reference for studies that will be a basis for influencing regionally-coordinated planning at district levels • A concept note has been developed through which the leadership group is lobbying government to support the research mandate of the University. • A meeting of the leadership group is yet to be held later this year to operationalise the group.

SECTION 6: INDICATORS PROGRESS MATRIX

Component	Indicator	Progress made	Challenge	How to deal with the challenge/variation
Transparency and accountability	Participation of the community in the planning processes	<p>Through village meetings, the communities have identified priorities that have informed the planning processes at the sub county level. Cases of these priorities being incorporated in the sub county plans are evident in Nkoma, Kisomoro, Nyantungo, Kyegegwa and Nguguto sub county development. Some of these priorities range from; establishment of water point, impassible inter-sub county roads, allocation of health workers and teachers to service centers.</p> <p>There is remarkable and revived participation of the community in the planning processes and monitoring of the service s at both the parish and sub county level s. This is evidenced through rejecting poor quality breeds of livestock, allocated staff who has been transferred from center to another sue ill behaviors,</p>	Sometimes health service proved too technical for the grass root citizens to identify and question the nature and quality of drugs and equipment since they are not informed and skilled in the medical field compared to education services. And thus to some extent affecting their full participation due to highlighted limitations.	<p>The department is to strengthen the functionality of the local governance structures especially at village and parish level and also provide them with information on the planning cycle and their roles and responsibilities towards involving members of the community in the planning processes.</p> <p>CPFs will continuously work with the leaders and the entire community in the identification of priorities such that they are incorporated in the development plans.</p> <p>Strengthening the information flow mechanism through the existing structures from sub county to district levels by organizing dialogues and in councils through the counselors representing the different sub counties.</p>
	Enhanced networking between the community, CSOs and	Community based structures and the CSO's networking has increasing been improving. This can be traced right from the members of peace and human rights committees being nominated to sit on community development committees of water,	However, joint plans developed by peace committees and local leaders are in most cases not implemented due to the leaders having heavy schedules and with no commitment	Through the dialogue meetings that shall be organized, we will explain why we are



local government	education and health management which either serve as monitoring and decision making bodies.	<p>Additionally peace committees are often invited by lower local councils to participate in courts that handle land wrangles and domestic conflicts as facilitators together with local council representatives In some sub counties, some local council 3 chairperson are members in the peace committees especially in Nkoma, Bwera, Katooke and Bubandi which adds more chances of publicizing peace committee work, gain support but especially change the attitude of the politicians to de-campaign against conflicts and divisions amongst the community.</p> <p>KRC has continuously shared its grassroots experiences at national and international foras through, retreats, UGMP, NGO forum and IACD to inform policy makers, implementers and other development actors. And at the regional level, its important to note that local council five and Ministers have come into a leadership group to jointly front and plan for regional development as KRC takes up a facilitating role.</p>	<p>attached to them</p> <p>A case in point is in Bubandi sub county where the work plan of the peace committee was included in the development plan of the sub county. In Bwera sub county, the LC3 chairperson has always monitored the work of the peace committee to ensure quality. In Hakibaale and Bukuku sub counties the leaders have joined efforts with the CPFs to follow up and return to school those children who had dropped out</p> <p>Heavy schedules of Ministers and district chairpersons affects them to stick to their set plans , meetings and coupled with limited financial resources to facilitate themselves to fund some meetings on their own since district budget does not recognize the newly created structure out side the local government system.</p>	encouraging the community to take keen interest in the development of their areas and why the leaders should own and support these processes.
Community holding leaders accountable	Village meetings and radio programs have been instrumental for community and public having a chance to interact with their leaders and technical district staff to provide information on the services implemented. Through phone call, SMS messages, letter writing, notice boards and face to face questions the community have raised their concerns to their leaders. Through these fora, the community is given feed back and information on general issues concerning them.	<p>Although localized avenues have been used, still very few women are actively involved in the debate, discussion, attendance of the meetings and calling in talk show and even participating in policy related and governance topics. This is due to the perception that governance and policy issues are for men rather than women.</p> <p>Even when they are invited to participate in the talk shows, they usually forge excuses. Importantly to note that they are now forums organized targeting women to air out their views especially by local governments despite the existence of their representatives being nominated and sitting on both sub county and district councils.</p>	<p>Our new approach is to organize women's meetings involving their representatives so as they can be able to express themselves and those views taken to higher levels through their counselors.</p> <p>We also intend to strengthen the capacity of the women's leaders by informing them of their roles and responsibilities' in as far as representing the views of their electorate is concerned.</p>	

Civic and human rights awareness	Increased community activism and proactiveness to address rights issues	Peace committees and human rights counselors have continuously used their mediation skills to resolve conflicts that arise within the communities and have also sensitized the communities on how to live peacefully with one another. Through the dialogue meetings on education in Hakibaale and Bukuku sub counties parents, leaders and other stakeholders have committed themselves to ensuring that children do not drop out of school and also arrest those parents who marry off their children of underage. This has seen 500 out of 900 pupils who had dropped out return to school.	Following up on the children who have return to school to ensure that they do not dropout again and even ensuring that those who have not returned to school do. To follow up is costly due to the vast sub counties and challenges with transporting the CPFs. Some of the LCs who is supposed to offer help does not do so because of fear of losing votes. Some ask for allowance that we do not provide.	The plan is to work with the patrons in primary schools to follow up on those in school and the CPFs to follow up on those who have not returned to school.
	Strengthened capacity of community based structures in undertaking human rights and peace education	Peace committees, human rights counselors, partners and children’s clubs have had their capacities built in areas of gender, mediation, advocacy, documentation, action research and policy analysis and also financial support has been given to help them in executing their work	Sustainability of these community based structures is still a challenge since they have not got any external support to their work apart from that which is provided by KRC	We are to support few of those structures with income generating activities as a pilot to see if the income made from the project can sustain their community awareness work. We are linking these structures to organisations like RFPJ for capacity building and any other support.
Research and documentation	Enhanced accessibility to researched reliable and relevant information	A monitoring exercise on the performance of the health sector in the Rwenzori region had been completed, dissemination at the district and sub county level done and plans to disseminate at the national level are underway.	A lot of gaps were realized from the exercise. Districts and sub counties have proposed actions to address those gaps. We are yet to see if the local government do implement and follow up on those actions.	CPF’s and implementing partners to follow up with the leadership to see that they actualize their plans. Communities will be encouraged to take keen interest in the performance of their health centers and offer support whenever need arises and are called upon.

444APPENDICES (CASES OF SUCCESS)

CASE STUDY 1: Empowered community fighting against corruption and poor service delivery in the Rwenzori region, KRC through the Poverty Resource Monitoring and Tracking Model has empowered the local communities to participate in the development processes of their areas through monitoring the implementation of programs, participation in decision making on resource allocation and making own contributions to these initiatives. This approach has helped to check corruption tendencies especially among some public servants who fear to be exposed by the people. Cases of ghost teachers are being unearthed

like the one in Nalyenya Primary School in Kyegegwa sub county Kyenjojo district that was brought to the attention of the sub-county authorities by PAPRO – a local partner; shoddy work is being reported; misappropriation of drugs at health units are being exposed; and rudeness of medical personnel are being discussed openly .
Lyamabwa Youth Association in Kisomoro sub-county of Kabarole district empowered the community to monitor Kahanda health centre II, especially when health workers were alleged to be diverting drugs to their private clinics and this has solved the problem of lack of drugs in the health unit. Whenever the drugs supplied are exhausted, the health workers alert the patients and health unit man-



agement committee chairperson. Another case was in Nyai-banda parish, Nyantungo sub-county in Kyenjojo district where the community pressurized their education officer to take action against the head teacher of Kyakatwire primary school for over drinking, constant absenteeism and failure to account for UPE funds. He was demoted to a classroom teacher. This is a change from the status quo where no action could be taken on such head teachers .

Case Study 2: Children working towards the realisation of MDG2 – “Achieving Universal Primary Education”.

The target for the millennium development goals is to ensure that by the year 2015 boys and girls alike of the age bracket 6 – 12 years will be able to complete primary school. Chapter four of the 1995 constitution of Uganda provides for the right to education and a child is entitled to basic education which is the responsibility of the state and the parents of the child. In order to actualize this, the government of Uganda put in place policies like the Universal Primary Education (UPE) which provides Universal Secondary Education (USE)

Majority of the population in the Rwenzori region have embraced it amidst challenges of inadequate infrastructures, high pupil- teacher ratio and poor supervision among others, but for the communities, there are still high levels of dropouts as was revealed in an action research that was undertaken by the department in the sub counties of Hakibaale and Bukuku in Kabarole district to establish the causes and extent of dropouts, analyze the different economic activities the dropouts are engaged in, determine the different interventions the local councils have put in place to curb the challenges and to identify several recommendations that can address the challenge.

Through this exercise, it was found out that in Hakibale Sub County, total enrollment for the year 2007 at the beginning of first term from primary one to primary seven was 7,944 pupils (4124 boys, 3820 girls) and by the end of third term 2007, there were 6,961 pupils (3371 girls, 3590 boys). Therefore, a total of 983 (538 boys and 445 girls) pupils had dropped out of school by the end of 2007 academic year as indicated in the table.

The study revealed that boys were the most affected category and this was due to the large size casual labor that boys provide at a cheaper cost. Other causes included early marriage especially for the girls of the age bracket 12- 18 years and this was due to the cultural beliefs and perceptions among some tribes that girls of that age bracket were ready for marriage and also the polygamous practices that lead to having large families yet the income of the head of the family is not enough to meet the needs of everyone.

In Bukuuku Sub County the prevalent cause of dropouts especially amongst the girls by the end of 2007 academic year (3rd term) is due to teenage pregnancies. Out of 6,065 pupils (3,015 girls, 3,050 boys) who enrolled at the beginning of first term 2007, 5,528 pupils (2,781 girls, 2,741 boys) completed third term of the year 2007. The report indicated that, 537 pupils (352 girls and 185 boys) dropped out from all the sub county government primary schools. From these, 98 girls of the age below 18 were found either pregnant or had delivered babies. 10 boys were teenage parents and married while 04 boys below the age of 18 years are heading families and looking after their brothers and sisters.



Parents in Hakibaale signing commitment letters to return their children to school



The DEO listen to the views of girls' dropouts on why they left school

This exercise was followed by organized dialogue meetings that involve different stakeholders in the education sector and the local leadership to find solutions to these challenges. As a result of these interventions, out of the total number of pupils who had dropped out of school (1520) a total 553 pupils had

gone back to school by this reporting period. Mechanisms are underway to follow up on the remaining pupils.

Tables showing enrollment and completion of 2007 per school in the sub counties where the action research was undertaken

BUKUUKU SUB COUNTY

School	Enrolment at the beginning of the term 1 st term 2007		Total	Enrolment at the end of the 3 rd term 2007		Total	Variation
	Boys	Girls		Boys	Girls		
Kitarasa	374	379	753	415	387	802	49 Increment
Bukuku	404	450	854	251	310	561	293
Nyakitokoli	180	182	362	176	172	348	14
Kazingo Ps	362	412	774	333	383	716	58
Kazingo	521	538	1059	493	552	1045	14
Canon Apollo	540	384	924	490	362	852	72
Kiguma	401	404	805	364	384	748	57
Bagaaya	268	266	534	225	231	456	78
Total	3050	3015	6065	2747	2781	5528	537

source: Field findings

Hakibaale Sub County schools

school	Enrolment at the beginning of the term 1 st term 2007		Total	Enrolment at the end of the 3 rd term 2007		Total	Variation
	Boys	Girls		Boys	Girls		
Komyamperre	442	618	1060	553	515	1068	8
Bunyonyi	319	363	682	553	515	1068	386
Kyaitamba	596	451	1137	427	383	810	327
Muhangi	369	279	648	335	272	607	41
Kyairumba	536	501	1037	491	471	962	75
Kabende	630	513	1142	463	432	895	247

Source: Field findings

Sustainable Production Program

Tracking progress of the very poor individual project

The program with support from the Community Process Facilitators carried out progress monitoring of the supported very poor individuals with a focus on the performance of their businesses and accessibility to some of the household needs in the first five months of implementing their projects. A total of 23 individuals were monitored following receipt of first installment. From the monitoring exercise there was steady progress on the performance of the supported businesses where majority gaining profit from their businesses as revealed by the profit and loss analysis. The profit was being reinvestment in the business, meet some basic needs like food, paraffin,

scholastic materials and part of proceedings being saved. The performance progress of supported individuals in such a short period is an indicator of success of this project in the long run.

Savings of Some of the Proceeds

Promotion of savings by participants was low with many actually saving nothing and this is due to a number of factors. The culture of information sharing among participant has not been conceptualized. As a result some members did not look at group savings which are compulsory in nature. However a few individuals had joined the already existing groups especially participants from Mahyoro and had started saving with them. It was observed that a participant from Mahyoro was saving with both the group and the MFA.

Table: Savings of Some of the Proceeds

Commodity		Savings at household level				Savings in group					Savings in the MFA				
		1 st month	2 nd month	3 rd month	4 th month	1 st month	2 nd month	3 rd month	4 th month	5 th month	1 st month	2 nd month	3 rd month	4 th month	5 th month
Cassava flour	Average amount	17,000	20,000			1,750	2,000	2,200	1,600	1,500	1,000	2000	1,000	1,000	1,000
	Participants	1	1			4	5	5	5	4	1	1	1	1	1
	Minimum	17,000	20,000			1,000	1,500	1,000	1,000	1,000	1,000	2,000	1,000	1,000	1,000
	Maximum	17000	20000			4000	3000	5000	2000	2000	1000	2000	1000	1000	1000
Cooking oil	Average amount													1500	
	Participants													1	
Rope making	Average amount			29000	9500										
	Participants			1	1										
banana juice	Average amount	8800							2000	1000					
	Participants	1							1	1					

Table: Profitability of the selected Enterprises by Participants

Commodity		Profit (+) made or Loss (-) incurred				
		1 st month	2 nd month	3 rd month	4 th month	5 th month
Cassava flour	Average amount	22,700	30,250	49,200	65,500	80,300
	Participants	6	5	6	5	4
	Minimum	2,000	2,000	5,000	15,000	65,500
	Maximum	62,000	63,250	129,850	121,450	115,700
Cooking oil	Average amount	5,000			7,000	
	Participants	1			1	
Rope making	Average amount	21,000	18,500	34,100	53,000	
	Participants	1	1	1	1	
Fish sale	Average amount	5,500				
	Participants	1				
	Minimum	5,500				
	Maximum	5,500				
Banana juice	Average amount	23,000	37,000	49,400	53,200	84,100
	Participants	1	1	1	1	1
Total	Average amount	19,060	29,500	47,400	55,100	81,100
	Participants	10	7	8	8	5
	Minimum	2,000	2,000	5,000	7,000	65,500
	Maximum	62,000	63,250	129,850	121,450	115,700



Some of those that did not participate in savings, either had bought goats or pigs, had not registered profits from business or as in the one who had failed to begin. However, for the case of the one engaged in firewood, he had not yet started selling as it was still drying.

Practical learning for the very poor individuals

One of the key learning strategies for the communities embraced by the Sustainable Production Program over the years is practical learning through exchange and exposure visits. In view of this, the program organized an exchange visit for the supported poor individuals (a KRC strategy of identifying very poor individuals, building their capacities to conduct business then supporting them financially) to Bukonzo East Training Team in Kyarumba. From the visit the supported individuals learnt a lot in simple record keeping, tracking progress and how to supplement their main businesses with other smaller businesses. The program envisages improvement in their performance if the lessons learnt are put in practice. Success stories for the supported individuals under micro enterprise development for the very poor households - Mahyoro Sub-county Kamwenge District

1.1 Night Evaline



Evaline's achievements journey

Before she started in the Individual Program of Kabarole Research and Resource Centre, Evaline lived with her husband and 4 children in a rented house. A small plot of ¼ acre at a long distance from home was the only asset of the family. She had no experience with running a business.

Evaline received a grant of 200,000 from Kabarole Research and Resource Centre. The grant was disbursed in 3 installments with the first received in December 2007 to start up a cassava flour business. The first business cycle gave her a benefit of 17,600 Ush and she continued making cassava flour business. When the market of cassava flour went down, Evaline started with a coffee business. She would buy the fresh berries in the village, dry them, pack and sell them in Ibanda where there is a bigger coffee market. She started the coffee business with the second instalment from the program, and her savings from the local saving and credit group accumulated from her cassava flower business. When the price of the cassava goes up, she takes up again the business and benefits in that way from the different opportunities of the seasons using the seasonal calendar.

When Evaline explains her achievements journey, she points the different benefits she got already from her activities. In one year period, she affords at least two meals a day and has built with her husband their own grass thatched house. She also bought a mattress, two goats, bricks and 7 iron sheets for their future permanent house. She is able to meet some of the medical. She hired a plot and planted rice, which gave her a considerable profit of 220,000 Ush.

After a year doing her business, Evaline sees that the situation of her family has improved a lot. They live now in their own house, and they have increased their assets. Apart from what was already mentioned above, she bought also more cups and plates.

When she looks at the coming 6 months, she hopes that she will continue and strengthen the collaboration with her husband, that the children continue their education, that she can buy more plates, cups, mattresses, iron sheets and a bicycle to facilitate her business. She has planned the different purchases in her Road Map.

Evaline's road map for the next 6 months

Her opportunities are the business, the plot they still use for farming, the goats she wants to sell, and her savings. The main challenges are sickness and drought. Evaline has still 50,000 Ush balance from her instalments, which she can use for a new initiative or investment. Evaline has a good relationship with her husband, they work well together and he helps her for keeping the records. Apart from her own dynamic and creativity, this is another strong factor of her success.

Evaline looks into a promising future. She was already a member of a local saving and credit group but she increased her weekly savings from 500 to 5,000 Ush. She was able to take a credit from the group of 50,000 and paid it back. These local saving and credit groups are temporary and dissolve after 6 months. She is now also a member of the saving and credit group at central level of Mahyoro. The idea is to form a group with the participants of the Individual Program and become a member of the Micro Finance Association. The members

save 1,000 Ush per month and will buy shares in the MFA. This will strengthen Evaline's saving and credit opportunities in a system that is more permanent and sustainable. However, the step from an informal to a more formalised system takes time. A challenge of the group is that people have still to build the trust among each other.

1.2 Redempta Mbabazi

Redempta is a widow with 3 children; two of them are in secondary school and the youngest in primary Five. Before she started the business she earned her life by



digging for other people at 1,000 Ush per day. She is a strong lady and tells us in a clear and self confident way how she manages to improve her life and raise her 3 children.

Redempta explains her achievements

Since she started the cassava flour business her situation has changed dramatically and she affords at least two meals a day. Before that she lived in an old house that fell down because it was in a bad condition. She already constructed a new grass thatched house. She had one mattress for her and the children. She bought a mattress for the children and also bed sheets. In the beginning she had just enough cups and plates for each of the children. Later she bought more of them and also a jar and saucepans. She bought two goats that gave her two kids. And finally she bought a plot of land for 200,000 Ugandan shillings that will give her good perspectives to grow her own crops. Before she was renting a plot to grow maize.

Redempta explains the vision she drew as shown above. Within a year she wants to have improved further her house. Each two months she will buy an iron sheet as a step towards constructing an iron roofed house. She wants to have a bed for her and the children, school uniforms and she will be able to pay the school fees. Her big challenge is the school fees for the children who

are in secondary school. Although secondary education is free for Senior 2 under the governmental "Universal Secondary Education" policy, she still has to pay uniform and contribute for the lunch at school in form of beans (20 cups) and maize (1 basin of grain) per term. For Senior 3 she pays 40,000 Ush per term.

Redempta writes her records herself and also the children help her. However, record keeping can be improved. Not all the expenditures and incomes are noted, the additions of the separate amounts would give a better view of income and expenditures.

Redempta is a member of a local saving and credit group where she has a saving of 30,000 Ush. She is also a member of the central Mahyoro group where she has savings of 16,000 shillings and shares of 5,000 shillings. Redempta joined also the "Mahyoro Pride Drama Actors" group. The group performs drama on farming to sensitize the communities. She also had planted half an acre of maize at a cost of 60,000 shillings from which she expects to make profit which she will plough back into her on going cassava business. She had 25,000 shilling in cash by time of the visit.

Community Based organizations project

The program carried out appraisal visits to 3 sub-counties (Bukuuku, Bufunjo, and Busiriba). A total of 28 groups were assessed for funding. KRC signed contracts with 25 of them and the rest will be supported in the first half of 2009. In the 25 groups the program managed to reach 692 individual farmers directly from 597 households (made up of 3,532 individuals).

Of the 692 direct beneficiaries, 451 were female (accounts for 65%) participation of women in the project activities which was a good allocation the fact that the program focuses on enhancing women participation in economic activities as one of its intervention areas.

Like 2007, the meat goat project was the most supported projects in the Region.

Capacity building of supported groups

The supported groups were trained in sustainable agriculture, Farm record keeping, nutrition, HIV/AIDS, specific enterprise management, Conflict management,



Human rights among others. The training in sustainable agriculture and specific enterprise management will improve household productivity. HIV/AIDS external mainstreaming in all KRC Community development interventions is very key creating awareness about the scourge and fight stigma to promote positive living

and care for the sick. Gender mainstreaming will improve role sharing at household level thus increasing agricultural productivity.

Monitoring for the groups supported in 2007

Through the routine monitoring exercise the program realised that there been embezzlement of money by two chairpersons of groups; Nkoma Ant AIDS and Damasiko Young Farmers. The one for Nkoma was made to pay back the money, while the one for Damasiko young farmers was arrested and is still in Katojo prison awaiting court judgement.



Result matrix for the Community Based Organisations

OBJECTIVE	PLANNED RESULTS	Achievement	Impact of achievements	Remarks
1. Enhanced capacity of rural community based organizations to advocate, lobby, effectively manage and sustain their initiatives.	<ul style="list-style-type: none"> ▪ 27 Community Based Organizations funded ▪ 80% of the supported CBOs joining and initiating the formation of Micro finance associations ▪ 80% will be engaged in initiatives that don't adversely harm the environment ▪ 70% will have nutritional food security ▪ At least 16 marketing associations established ▪ Reduced malnutrition among local communities especially children by 80% 	<p>25 community Based organisations funded</p> <p>All the supported groups' capacity in savings and credit were enhanced as part of the strategic training package. 90% started savings and credit at group level. This will pave way for the initiation of MFAs in the areas</p> <p>3 of the supported sub-counties have already been sensitized on the operations of the MFA concepts by the CPFs and there and the program envisages MFAs to emerge in these Sub-counties in the course of 2009.</p> <p>100% of the supported groups are engaged in environmentally friendly Initiatives</p> <p>Enhanced knowledge and skills of the supported groups members in nutritional issues and kitchen gardening</p>	<p>In the 25 groups, 692 individual farmers from 597 house holds were supported directly by the program funding. And 3,532 individual reached indirectly</p> <p>Of the 692 direct beneficiaries, 451 were female that account for 65% participation of women in the project activities</p> <p>All the groups embraced savings and credit and this helped them raise the 33% contribution towards the supported projects</p> <p>Enhanced soil fertility management for improved productivity</p> <p>With the established kitchen gardens and basic knowledge in nutritional issues will enhance the capacity of individual farmers to improve their nutritional in take at household level</p>	<p>The remaining groups were appraised but were given more time to understand and conceptualise group dynamics and specific enterprises through training and will thus be supported in the second quarter of 2009</p> <p>The guidance given to the groups during the appraisal process enhances their capacity in enterprise selection</p> <p>The supported groups are still at production levels and have not yet started marketing their products thus variables like income, re investment will be assessed in 2009</p>

	<ul style="list-style-type: none"> 40% will have reinvested their profits in ongoing activities. 27 groups all coming up with business plans and clear understanding of their projects 	<p>At least 50% of the supported groups have established kitchen gardens to supplement of their nutrition</p> <p>All the 25 groups developed simple business plans for the their enterprises</p>	<p>The business planning skills helped the groups in selecting viable enterprises</p> <p>Clear understanding of the selected enterprise by farmers in terms of cost-benefit analysis</p>	<p>The simple business plans guide the groups in implementation of their enterprises and will be used by the sustainable production Program as a monitoring tool to ascertain performance of the groups</p>
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<p>2. Improved knowledge, skills and practices of rural farmers for increased production, access to, marketing and processing opportunities</p>	<ul style="list-style-type: none"> 60% will have improved their activity skills e.g. farming methods 50% will have improved knowledge and access to markets 50% will have increased their household incomes <p>At least 4 new processing opportunities developed.</p> <ul style="list-style-type: none"> 20% funded CBOs to research on the available markets around their area, other market opportunities that can be tapped. 50% will have increased their knowledge of civil society issues. 50% will have improved gender relationships at least within their households 	<p>All the supported groups have been trained in sustainable agriculture by the CPFs</p> <p>All the supported groups trained in market analysis</p>	<p>The practical skills gained in sustainable agriculture will enhance the capacity of the farmers to improve farming methods at household level for increased agricultural production</p> <p>All the supported carried out market research for the specific enterprises in their areas as part of the process of developing their simple business plans. This helped the groups to come up with proper costing in the business plan. The skills gained while doing this will enhance the capacity of the groups to search for better markets of their enterprises</p> <p>The groups embraced collecting marketing strategy for their products in their marketing plans. This will help them meet the quantities required by the bulk buyers as well as increase their bargaining power for better prices</p>	<p>The impact study of the MLFGs conducted in 2008 revealed that although 17% of the farmers sold their produce collectively, they earned more seasonal income than the 83% that sold individually. Therefore collective marketing is an option that will increase the income of the small holder farmers with the small land holding</p>
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<p>3. Strengthened networking of rural farmers for collective participation in lobbying and advocating for their rights.</p>	<ul style="list-style-type: none"> ▪ At least 70% of the groups supported are collectively empowered through democratic participation and adequate accountability systems. ▪ At least 50% of the groups supported are using the PALS systems for self-monitoring ▪ 40% of groups funded using PALS effectively in planning and monitoring of their activities. 	<p>All the supported groups trained in use of PALS for planning and monitoring.</p> <p>The community process Facilitators capacities enhanced in identified training needs</p>	<p>The skills gained in the use of PALS will support the groups in monitoring their performance and for record keeping at household level</p> <p>The CPFs supported the program in training of the supported groups in various training needs and guidance</p>	<p>It should be noted that the CPFs will support the program in monitoring the supported groups and the different levels</p>
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RESULT PLANNING MATRIX FOR THE SUSTAINABLE PRODUCTION PROGRAM – WORKING WITH THE VERY POOR PROJECT 2008

OBJECTIVE	PLANNED RESULTS	Achievement	Impact of achievement	REMARKS
<p>1. To enhance the capacity of the very poor households to sustainably meet their primary basic needs, which include; food, shelter and clothing.</p>	<p>45 identified very poor individual households funded</p> <p>80% will be engaged in initiatives that don't adversely harm the environment</p> <p>40% will have nutritional food security</p> <p>Reduced malnutrition among very poor individual households especially children by 50%</p> <p>60% will have food</p>	<p>Contracts for the 20 individuals approved in 2007 signed</p> <p>Performance of the first funded individuals assessed to ascertain their progress</p> <p>59 very poor individuals from Kanara, Kisomoro and Mahango sub-counties identified by the CPFs and local authorities for implementation</p>	<p>40% of the supported individual household improved their food security as evidenced by the number of meals eaten in a day.</p> <p>90% of the individuals reinvested their profits in their businesses</p> <p>50% of the supported individuals with improved business management skills</p> <p>70% of the</p>	<p>The program concentrated on the monitoring of the performance of the first funded individuals to ascertain their performance because the results of this would form the basis for effective implementation in other sub- counties</p> <p>Therefore the performance of this matrix is based on the progress of the previously supported individuals</p> <p>The CPFs do monthly monitoring While SPP follow up these individuals twice a year</p>



OBJECTIVE	PLANNED RESULTS	Achievement	Impact of achievement	REMARKS
	<p>security at household level</p> <p>90% will have reinvested their profits in ongoing activities.</p> <p>Funded individuals must have very poor backgrounds basing on the indicators developed and harmonized by SPP and the communities.</p>	<p>of the project</p> <p>the individuals Verified and appraised by the program with support from the CPFs</p> <p>individuals trained in business planning, road journeys and record keeping</p> <p>Indicators for selection of the very poor individuals in the two new sub-counties developed by communities themselves</p>	<p>supported individuals increased their household incomes thus improved livelihoods</p> <p>The individuals from Mahango already formed their savings and credit group and have joined Mahango Mambule MFA</p>	<p>The 59 individuals will be funded in the first half of 2009. The individuals needed more time to understand themselves and appreciate their situation for positive thinking.</p> <p>The program focused on food security in the first half of the year. Nutritional issues will be looked at in the second half of the year.</p> <p>The numbers of meals eaten in a day were at least two as compared to 1 meal a day that most of these households used to have by time of the appraisal process.</p> <p>However, the program realized that most of households did not have kitchen gardens. Therefore, the program with support from the CPFs will build the capacities of these individuals on establishment of Kitchen gardens to supplement their nutritional food security</p> <p>Reinvestment was not only in the business that were being promoted but also in other income generating activities.</p> <p>Individuals involved in cassava flour business reinvested more as businesses. This was due to the fact that cassava flour is a stable food in the two sub-counties</p>

<p>2. To improve the productive capacity of the very poor households through specific targeting and utilization of the existing potential and resources.</p>	<p>70% will have increased their household incomes</p> <p>At least 40% of the very poor individuals supported are using the PALS systems for self-monitoring</p> <p>Use of PALS methodology to check the targets set in the program results have been met by 20% of the funded groups.</p>	<p>50% of the supported individuals with improved business management skills</p> <p>73% of the supported individuals increased their household incomes thus improved livelihoods</p> <p>10% of the individuals are using PALS system for self monitoring</p>		<p>The individuals were gaining profit from their micro businesses as revealed by the profit and loss analysis. This is partly attributed to proper business management.</p> <p>Most of the supported individuals were gaining profits from their businesses and were using the profits to meet the basic household's needs like food, paraffin, salt, some clothing, as well as meet the scholastic materials for their children.</p> <p>Training/exchange visit for the CPFs on documentation will be carried out early 2009 to enhance their capacity to facilitate the individuals in the use of PALS for self monitoring and record keeping</p>
<p>3. To inculcate positive values, attitudes and thinking among the very poor households to take responsibility and implement their own practical vision</p> <p>4. To encourage and support the individuals to form viable</p>	<p>60% will have improved knowledge, changed behavior and skills in resource mobilization and utilization.</p> <p>50% will have improved role sharing techniques at least within their households</p>	<p>50% improved knowledge and skills in business resource management</p> <p>The individuals from Mahango already formed their savings and credit group and have joined Mahango</p>		<p>Some of the individuals who did not participate in savings, either had bought goats, pigs or hens as from of saving. Thus the culture of saving has taken root amongst the supported individuals</p>

groups or to successfully become integrated into groups within their area that are at least actively engaged in savings and credit activities	50% of the funded very poor individuals joining Micro Finance Associations after increasing their income and adopting the culture of savings 80% re-investing their profits in income generating activities.	Mambule MFA (51% of the 45 individuals) While 15% in Mahyoro were saving with other groups		
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OPERATIONAL MARKETING ASSOCIATIONS AND COOPERATIVE SOCIETIES OWNED AND MANAGED BY FARMERS FOR BETTER PRICES AND INCREASED INCOME.

The Sustainable Production Program supported 9 Associations with grants for value addition, store construction and marketing as per approval by two selection meetings held in the project implementation period. Grants to the Associations were disbursed in one installment due to the nature of the supported projects. The funded

projects involved construction of produce stores and procurement of agro processing equipment; such materials needed to be procured as one single unit for effective implementation and to avoid inflationary effects. Out of the 9 Associations supported, 8 had two components of support; agro processing and marketing. Thus 8 agro processing and 9 marketing initiatives were supported

Name of Association	Type of project	No of Installments	Amount	Total membership	Female	Male
Alpine Honey producers	Honey Processing and marketing	1	16,937,000	78	20	58
Kyabarungira Marketing association	Wet Coffee processing and marketing	1	6,570,000	35	18	17
Ikongo Farmers Marketing and Processing Cooperative Society	Wet Coffee processing, store construction and marketing	1	10,301,500	135	93	42
Mahango Mambule Organic Farmers Association	Wet Coffee processing, store construction and marketing	1	15,670,000	104	78	26
Burangwa Eyisuka Ningabu Marketing cooperative Society	Wet Coffee processing, store construction and marketing	1	13,835,000	130	73	57
Nyankwanzi Farmers Marketing Cooperative	Pineapple processing and marketing	1	13,050,000	38	20	18
Kibiito Maize Growers Marketing Association	Maize marketing and store construction	1	8985,500	42	20	22
Rukooki Unity Marketing Association	Rice & ground nut marketing	1	2,900,000	50	21	29
Kibuye Organic Farmers Cooperative Society	Maize processing and marketing	1	6,000,000	55	28	27
Total	9 Associations		94,249,000	667	371	

The 9 supported associations are made of 667 members (371 female & 296 male) from 607 household as direct beneficiaries and 3,345 indirect beneficiaries



The project achieved 55.6% participation of women in marketing initiatives; this is low compared to the 67% in the production groups. Thus there is need for enhancing women participation in agribusiness initiatives through research on best women models that have worked with an intention of overcoming some of the cultural values that still hold especially on control of finances and cash crops.

The grants for 6 associations were passed through the Micro Finance Associations and MLFGs Accounts that are working with these Associations as they proceed with the national registration. This was to enable the Associations to implement their activities as planned. The Associations are registered with the MFAs in their respective areas of operation as members with formal working relationships and MOUs. In addition the MFAs are supposed to serve as village banks except that the strict regulations from Bank of Uganda (B.O.U) concerning MFIs accepting deposits from their customers are still limiting them to cash cheques. The Marketing Associations, MFAs and MLFGs have the same members but under different structures.

All the above associations developed business plans for their projects with support from

the program staff, CPFs and CABCS. These business plans are guiding the groups in the implementation of their enterprises. The Sustainable Production Program is using these businesses plans as monitoring tools to ascertain the progress made. The capacity of these associations in different training needs were enhanced through capacity building and reflection meetings as progressively tracked in the different quarterly narrative reports

Progress on project implementation
All the supported associations are progressing with the implementation of their activities as per the various follow up visits by the program staff and the CPFs. However, constructions being a slow process the stores were not yet complete for storage of the produce. With the rise in the prices of most commodities the association members were trying hard to raise their local contributions. Some had developed strategies of ensuring that their obligations are met for instance Rukooki decided to use part of their local contributions that had been raised to cultivate rice in the scheme so as to generate more money.



A store for Mahango Mambule Marketing Association at ring beam level and after roofing

However, it should be noted that all the associations still need coaching and mentoring to ensure that they reach a level where they can effectively implement their agribusiness ventures. Thus the program will continue giving technical support to these associations so that they become fully operational. Farmers processing wet coffee processing farmers were able to earn between 3000-3300 Ugandan shillings per Kilogram unlike the ordinary dried coffee that cost between 2800 and 2900 per Kilogram. The research that was carried out as part of the project revealed that although only 17% of the 210 farmers marketed their produce collectively as a group; only 10.8% sell their produce through marketing associations majority (45.6% of the farmers) sold

through local dealers who purchased their produce at household level. The rest of the farmers (83%) sold their produce on individual basis. Further analysis of MLAOs farmers income by mode of selling of the produce revealed that on average, farmers who sold collectively in groups fetched better seasonal incomes averaging 850,690/= as compared to those that sold at individual level with seasonal income averaging 520,630/= Uganda shillings. This gives more evidence that farmers who sell their produce collectively have better bargaining power. This is due to the fact that they can meet the quantities needed by the buyers.

Micro Finance Associations (MFAP)

Establishment of new Micro Finance Associations and ending some Contracts

Sensitization of communities:

During 2008, the MFA program conducted sensitization of emerging MFAs. In some of these sub counties, the groups being supported to form functional MFAs were already engaged in savings and credit activities but desired to adopt the KRC MFA model and carry on their businesses in a more professional way. There was a marked increase in groups from Kamwenge and Kyenjojo seeking partnership with KRC and with continued mentoring, the Program hopes to make a greater impact in these districts.

The registration process:

Difficulties encountered in the legal registration process were still a major challenge, slowing down getting legal status and contract signing for the emerging MFAs. This is at both the district and national levels. The MFAP assisted the emerging MFAs of Kiziba, Kitswamba, Bubandi, Kyabarungira, Nkoma, Mpara, Buhuhira, and Nyabbani in generation of their financial records to enable them register. Their by laws were submitted to the Regis-

Kamwenge District still has a lot of potential in establishing viable micro finance services, as the area is still underserved by micro finance service providers, compared to some other parts of the district. Kyegegwa, Kisomoro and Bugoye MFAs successfully came to the end of their contracts with KRC at the end of June 2007. Kisomoro and Bugoye went totally into partnership with FORMA, while in Kyegegwa, the Program worked out a work plan that would be implemented in a transitional capacity between the MFA, KRC and FORMA up to October 2008. This was mainly for the purpose of following up the recommendations made during the mini review.

In December 2008, the contracts of Kisinga, Bwera, and Mahango MFAs also ended. They are now under the full responsibility of Federation of the Rwenzori Association of Micro Finance Associations (FORMA), a tertiary Umbrella organization bringing together MFAs in the Rwenzori region.

MONITORING AND TRAINING MFAs

The Program conducted a mini review in four selected MFAs of Busaru, Kyegegwa, Bwera and Muhokya. This was mainly to learn from the MFAs experiences, innovations and challenges so that the lessons learnt could be replicated in other MFAs. The discussions during the reviews focused on the



Kyegegwa MFA had completed the office building by the end of their contract. They had also bought a motorcycle for the Manager to use in visiting the groups.

trar of Cooperatives for approval. In the proposed government legislation, it is possible for a registered Primary to have affiliate groups, so that they form an umbrella. This is expected to make it easier and legal to sign contracts with the Primary and the affiliate groups as an MFA.

Contract signing:

In April, Ntara MFA in Kamwenge district signed a memorandum of understanding with KRC, becoming the 21st MFA to sign contract with KRC

issues of meetings, governance, record keeping, product development, marketing associations and the politico-economic environment unique to each MFA.

To ease follow up and ensure that agreed actions are always documented and followed up, a self inking book in triplicate form was printed and distributed to all the MFAs. When an MFA is visited by a KRC officer or a CPF, findings, agreed action points and any other findings are written down. Copies are filed for the Manager, the MFA Board and KRC.



This makes it easy to follow up actions, even for CPFs and Officers who may be involved at a later stage.

The CPF can also make on spot training schedules together with the groups, especially where there is need to cluster groups located near each other to save time and reduce training costs. For example in Nyankwanzi MFA, the responsible CPF was able to meet groups in five days that earlier used to take him over a week, all because the clustering was done during a delegates' meeting. As a motivator for the MFAs, holding regular, productive delegates meetings was made part of the requirements for getting top up funding.

Community Process Facilitators

The Program fully streamlined working with Community Process Facilitators (CPFs) to carry out capacity building, mentoring, and monitoring the MFAs. After enhancing their capacities, the CPFs were given clear short-term contracts, especially for training at group level, records verification, attending the monthly delegates' meetings, helping Primary groups to generate financial statements for registration purposes, and guiding MFA Managers in making monthly financial reports.

Though more advanced accounting methods are still a challenge to most of the Managers and CPFs, there has been a remarkable improvement in their ability to audit MFA records and generate financial reports. The KRC Institutional Partner Development Unit conducted a strategic training for all the CPFs. The quality of the reports made by the CPFs improved.

Publications, Publicity and Information Flow

Joint meetings: Three joint meetings were held: The 27th Micro finance Associations Joint Meeting on 14th and 15th February, 2008 was hosted by Bugoye MFA, while the 28th Joint Meeting was held on 5th and 6th June 2008 in Harugale MFA while the 29th was hosted by Kitholu MFA in August 2008. The decision to hold the meetings at these MFAs was as result the grave challenges they were facing. The performance in both MFAs had declined primarily due to poor governance and breach of rules governing the MFA, resulting into failure to follow proper procedures and structures. These two meetings were instrumental as public accountability forums, where the members were able to air their challenges, ask questions, and get advice from the visiting delegates. In Bugoye, a task team was selected to follow up on the long time loan defaulters –the loan recovery has since been improved. In Harugale, the members also made plans to follow up on their



The training manual

misappropriated funds. During the joint meetings, the MFAs were also updated on government legislation and other Micro finance practitioners in the country.

In December 2008, the MFAs held their Annual reflection meeting. It is during the reflection meetings, that the MFAs discuss policy changes and plan for the following year.

Documentation of Program experiences, processes and knowledge building: this is one of the media that are being tapped to promote the Program image and disseminate information on what we do.

The training manual

The Program finished revising the first edition of the MFA Training and Reference Manuals. This was done after intensive discussions with and suggestions from the CPFs during a workshop. The Second Edition of the Manual is basically a flexible guide for facilitators and leaves a lot of room for creativity in training.

Newsletters:

In a bid to provide grassroots communities with information about KRC MFA work, the Program printed a newsheet in English and two local languages, which was distributed to the MFAs. The Program also contributes articles to the monthly e-news letter published by KRC. Brochures are also distributed at all public functions where KRC participates distributes them all over the region. Templates for capturing information:

It was realized that there were gaps in information flow between KRC, the MFA Managers, Board members and the group members. To generate and display key information that is of interest to

the members, one-page templates were designed, capturing monthly information that group members expressed interest in getting mainly:

Radio presentations:

The Program Coordinator has been a panelist on several KRC-sponsored radio Programs on one of the most widely listened to radio stations in the region. This followed the realization that many people did not understand clearly the work of the Program. KRC was being erroneously taken to be a saving and credit society and a competitor with other SACCOs in the region.



Training CPFs and Managers on how to use the updated training manual.

The Video documentary:

KRC is equipped with a functional video production studio, where a Program video documentary was published. It showcased the MFA activities, achievements of individual members and their challenges.

RESEARCH

In May 2008, The Program carried out a research on 'Business Entrepreneurship in the MFAs in the Rwenzori region'. Preliminary results indicate that there is general need for training the MFA members in business skills and knowledge to enable them benefit more from their microfinance Associations. As a result, the Program shall work around training the members in Business Management Skills, Improved Farming Methods, Business Record keeping and Value addition aspects. The aspect of the need for information on markets and other agriculture related issues was immense. This is why the issue of information centres in the region has to be enhanced further. Already, some of the MFAs have been identified as sub county information points/ centers as exemplified by Mahango and Kyegegwa MFAs. In November 2008, the Program, together with the KRC Research Unit carried out a research on 'The Impact of Micro Finance Associations on their members' livelihoods'. Key findings reflect a remarkable improvement in the members housing, education, health and utilization of business opportunities in the rural areas because of being members in the MFAs.

PROGRAM EVALUATIONS:

The Program undergoes an external evaluation

twice each year. In April 2008, the Program had its fifth external evaluation from ACLAIM Africa, looking at the period from July to December 2007. The evaluator made several recommendation, most of which were implemented in May and June including the need for a customized training manual. Another evaluation was carried out in October 2008, analyzing the Program/MFAs performance for the period of January-June 2008.

Relations With and Support to Forma:

As already mentioned in the section of MFA contracts on page 15 above, in addition to the three MFAs whose contracts naturally ended in June, two more MFAs namely; Busaru and Kyegegwa were handed over to FORMA to enable her to begin practicing the monitoring role effectively. This however shall require KRC to transfer some funds to FORMA to enable her execute this role on behalf of KRC as the two MFAs' contracts with KRC have not expired.

Annual Report



Kabarole

Research & Resource Centre

2008