



Kabarole

Research & Resource Centre

KRC ANNUAL REPORT 2007



RAISING CIVIC COMPETENCE: THE JOURNEY AHEAD

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Introduction

The 2007 annual report has been prepared from KRC's work with the communities and outcomes from different interactions with a cross section of development partners locally and internationally.

The report is divided in three major sections:

Section 1 devotes to giving a picture on the various components of institutional aspects such as finance and administration, human resource, planning, monitoring and evaluation citing progress and key revisions in the system.

Section 2 contains analyses of the critical developments in the environment of work; their relationship and impact on our work

Section 3 contains the KRC programs; what they have achieved the challenges and lessons drawn for future operations

TABLE OF CONTENTS

Directors forward.....	3
Prologue.....	4
Institution.....	5
Contextual overview.....	8
Method of data collection.....	4
KEC Programmes.....	9
Research.....	19
KRC sustainability.....	22
Wayfoward.....	23



The Director's foreword

When I made mention of the delight that filled our hearts during our 10th anniversary in my last year's editorial, I knew this was something that would come back at some point; for it was not just about the 10 years, it was the life in the 10 years that unfolded all at once! The thought of the future had not seized as much momentum as it did when we clearly saw where we were coming from. What were once ideas had since transcended in time to become community models which are giving the local people an opportunity to manage their development.

To us, this has been a worthwhile context to learn about our own evolution processes and beginning to challenge the unhelpful external input as well. Apparently, this is just a part of the whole load to move, there is a greater part our development process that is not functioning well yet. The questions are simply more than the answers we can provide. Attempts to curb corruption, increase efficiency in the public service and other good governance measures are heavily fragmented. Several commissions of inquiry and short term research studies on projects that are perhaps being funded have only partially provided the answers. Soon, the corruption cases rise, colossal sums of money lost in unproductive ventures which clearly call for going beyond public outcry to more pro active actions by both civil society and government agencies.

These shortfalls only rotate us in a vicious cycle, yet, it is possible to break through these barriers with a lot more solid local participation. It is high time we supported those capable people/institutions that have put their foot to end or at least lessen this manner of wastage.

This particular struggle for accountability has been around for sometime now and countless volumes of material on the burden of corruption have reached the ceiling. What however, seldom receives the publicity or analysis is the impact of the lost time and resources on the global clock. The moment we continue to think around our small worlds of priority tribes of sort, we lose the bigger picture and increasingly become isolated from the larger debates that direct the world affairs of which we are party to.

I have had an opportunity in my association to some of the global bodies to witness with my own eyes the soaring demand for articulate discourse about our world today. I believe Africans possess the experience to input in global processes to influence global policies for our world today but for most of us, our environments do not give us the opportunity to think beyond our small groupings; even some leaders, for selfish reasons make us think along tribes and divide us along tribes. It's a pity to still hold this view of things in light of the global trends. The world trade issues that have kept our farmers fail to harness from the global market and now the global warming that is beyond our communities imagination on top of the rather complex and evasive democracy on the African continent need special attention.

As I conclude on my remarks, I urge all of us to help each other in the different spaces we occupy to stimulate bigger thinking that brings on board the majority of the communities who are always at the receiving end. It is by passing over ownership and responsibilities to the communities that we will realize sustainable development.

Let us continue to strive for the good of humanity. "Another world is possible"

Enjoy the sharing of our learning experiences!
Alex Ruhunda

PROLOGUE

KRC STRENGTHENS RESEARCH AND CONSULTANCIES, STRIKES DEAL WITH FRENCH EMBASSY AND DANIDA, AS SNV ROOTS FOR BOTTOM-UP PLANNING IN THE RWENZORI REGION

As the year 2007 steadily progressed, the research and consultancy wing of KRC equally moved along the growth path-and as interesting as all proactive ventures come, the consultancies were all geared towards community empowerment at the grass roots using the bottom up approach.

The consultancies included the SNV Local capacity Building program, the DANIDA district Network support program and the French Embassy NGO support (SDF). The commonality in all the consultancies was that capacity building of CSOs was being given priority-as was the quest to increase local partnerships.

On 21st of August, 2007, KRC signed a contract with SNV to build capacities of its client-FORUD. The specific capacity building activities contained in the LCB contract included: Briefing and activity Planning, Evaluation of Organization and Assessment of current systems and process, Facilitation of Strategic review and focusing on sustainability and cost recovery approaches, Documentation and drafting of reviewed Strategy, Developing a roll out plan and implementation schedule, Presentation and adoption of the Strategic Plan and rollout plan, developing a detailed Business Feasibility Assessment and plan development and Final Report and completion.

KRC and SNV relationship did not only stop at FORUD (which is civil society) they enlisted the services of KRC On 13th September, 2007 when they signed another contract to build capacities of Kyenjojo District Local Government (DLG) in bottom up planning and to sensitize the DLG staff on the Local Governments Act & the environmental policy.

Being one of the most vibrant and proactive embassies in Uganda the French Embassy also joined the KRC partnership when they in October, through their Social Development fund (SDF), entrusted the Rwenzori based KRC to help build the capacities of their local partners in the region

The embassy Partners included, Kyempara Farmers in Bwera Kasese, Bukonzo Organics-Kasese, Muramba Foundation in Kasese and Toro Botanical Gardens in Kabarole District.

To crown the hat trick of capacity building engagements, KRC had earlier in the year scooped for itself the process facilitation contract from DANIDA through the National District Network Support program (NDNSP). The task at hand involves mentoring and building the capacities of three district networks in the Rwenzori region. These include: Kyenjojo NGO Forum, Kabarole CBOs & NGOs Association and KADVIDO in Kamwenge District.

The consultancy program which is managed by the Institutional and Partner development unit (IPDU) was the entry point into the development work by KRC when in 1996, a team of young and intrepid University graduates ventured into an unprecedented venture (then) of starting a research institution

The fact that KRC has since demystified critics and stood the test of time to build competences in the field of Organization Development (OD) for small, medium and big civil society organizations and also in Organization capacity assessment, Board development Strategic design and development, Business plan development, M&E, Budgeting, Institutional Organization and Planning, Human Resource Planning and Development, Resource Mobilization, Report writing, Research and Development, participatory monitoring using the PRMT model and Public Relations speaks volumes that the hitherto unknown Research institution has now blossomed into world class pedigree

Institutional aspects and growth

Finance and Administration

The Finance office ran relatively stable in its operations with a new accounting system - quick books. This was adopted in the last quarter of 2006 and is working fairly well compared to the previous financial systems that ever existed in the finance office; it is fairly easier to keep up dated financial information

The income of 2007 fell within the margin of the previous two years' income thus a relatively stable pattern of expenditure on programming and institutional overheads. However, it is more likely that 2008 will run a relatively lower budget on the account of the then concluded partnerships and the final phase status of some programs. KRC is working around securing program extensions of at least one year in some cases as plans are underway for a more long term funding plan for KRC's future programs

KRC operated with an income of 1,694,260,318 Uganda shillings in 2007. This income has been enabled by the financial contributions from Hivos, DFID, McKnight Foundation, Rabobank, German Agro Action, Brodelink Delen, DANIDA, French Embassy, German Development Service, European Union, SNV and Concern Worldwide. The details of income and expenditures are provided in the audited accounts of 2007

SUMMARY PROJECT ANALYSIS: BUDGET V. ACTUAL				
Donor and other incomes	Opening bal.	Actual Income	Actual Expense	Variance
	(A)	(B)	(C)	(A+B-C)
Kwataniza	(150,000)	-	-	(150,000)
Hivos Program	158,405,900	476,700,000	515,290,829	119,815,071
Hivos MFA	31,823,508	114,250,000	115,983,059	30,090,449
McKnight Foundation	17,200,274	130,782,785	86,014,824	61,968,235
DFID	21,283,350	391,814,063	452,842,335	(39,744,922)
DED	-	20,200,000	16,173,000	4,027,000
BD	17,224,754	108,608,967	70,318,408	55,515,313
GAA	110,682	105,646,017	24,870,818	80,885,881
GOAL	(176,513)		-	(176,513)
CRS	(16,707,850)	16,707,850	-	-
European Union	(16,420,500)	36,420,500	67,434,646	(47,434,646)
APADI	-			-
Rabobank Foundation	-	45,120,000	45,120,000	-
Income from Rent, Research, Consultancy and vehicle disposal	14,484,249	62,886,777	55,882,289	21,488,737
RYNRCA	(780,720)		-	(780,720)
ARV	4,150,165	16,041,659	22,202,482	(2,010,658)
MFA SERVICE FEE	27,764,710	12,328,700	3,004,250	37,089,160
FORMA	380,000		380,000	-
Transport Reserve	71,694,686	72,000,000	47,000,000	96,694,686
CONCERN WORLDWIDE	387,500	8,248,500	6,671,900	1,964,100
NGO FORUM-DFID CHOGAM		3,937,000	3,937,000	
SNV		4,060,000	2,940,000	1,120,000
FRNCH EMBASSY		18,000,000	10,516,244	7,483,756
IACD		2,106,000	2,106,000	-
DANIDA	(2,498,300)	38,401,500	11,968,000	23,935,200
		10,000,000		
	328,175,895	1,694,260,318	1,560,656,084	461,780,129

Note:The statements do not reflect the releases from EU and the ARV project whose remittances would be done in 2008

Human Resource

KRC has had a fairly stable staff over the past two years and this has made planning for human resource a lot easier and productive. The newest unit - Institutional Development in the KRC structure is steadily gaining grip on staff development issues including helping staff test and bolster their skills through technical assignments to other organizations in and outside the region.

STAFFING

Employment Capacity

The current employment capacity of KRC stands at thirty eight (38). Six (6) are on senior management, five (5) on management, nineteen (19) on technical team and eight (8) are support staff. Out of these, twelve (12) are females and 26 are males.

Termination

Two staff (drivers) had their contracts terminated; their services were terminated as a result of a combination of developments in the institution that negated the huge work force in the transport office. These were: Cloud Hussein and Baguma Steven

Resignation

Two members of staff resigned their jobs voluntarily for either new employment opportunities or further studies; these include Basalirwa Baker – Accountant and Kajura Allan - Monitoring officer, MFA program

Two staff were added onto the KRC professional family, both monitoring officers in the Micro Finance Program. These were: Mr. Newton Mutooro replacing Kajura Allan and Mr. Lukuya Michael replacing Mubunga Hannington

Promotion

1 promotion was made - Mubunga Hannington (formerly a monitoring officer in the Micro Finance Program) was promoted to the position of Accountant replacing Basalirwa Baker

Policy revision and development

KRC aims to at least an annual review of all its policies and development of new ones whenever deemed necessary. Below is an extraction on policies and corresponding remarks

	Policy	Remarks
1	Human Resource policy	2007 revision made
2	HIV/AIDS Work place policy development	2007 revision made
3	Transport Policy	2007 revision made
	Staff development and training policy	2007 revision made
4	Welfare policy i.e. Staff Saving Scheme Policy	2007 revision made
5	Procurement policy	2007 revision made
6	IT policy	Pending revision in the first quarter of 2008
7	Resource Centre policy	Pending revision in the first quarter of 2008

Staff Development and Training

KRC has continued to provide opportunity to staff to enhance their skills through training. The Institutional Development Unit (IDU) through its staff development and training policy careful reviews training requests by staff and ensures that there is equity in access of training opportunities and value for money.

In 2007, a number of staff have been enabled to pursue short professional courses to further build their skills. Details of this are given in the matrix below

	Names	Position and Program	Course attended
1	Bihunirwa Medius	Coordinator SPP	Project planning & management
2	Mirembe Ritah	Grants officer SPP	Project planning & management
3	Baguma Deborah	Grants officer SPP	Community Based Rural Development
4	Aheebwa Christopher	Training Officer MFA	Training of Trainers
5	Murungi John	Communications & Public Relations officer - IDU	International media & Public Relations
7	Birungi Robert	Data Analyst - IDU	Statistical data analysis using SPSS EPINFO
8	Kirya Robert	IT officer	CISCO Certified Network Associate
9	Agnes Nalubiri	Research and Documentation officer - HRGD	Computer mechanics

Planning, monitoring and evaluation

2007 was rather demanding given the nature of the developments that required planning for, time to time. The external operational environment kept somewhat muddled as the contested regulations of the National NGO bill were finally passed. A lot of apprehension surrounded the NGO fraternity which called for numerous engagements at local and national level to build solidarity in the face of the new law which many felt was prohibitive to the autonomous operations of NGOs.

Internally, a major decision was taken concerning the future of the organization to transform into an institute of Research and Development affiliated to community-focused Mountains of the Moon University (MMU), located in the same town. The primary drive in this transformation is to enable knowledge building and application which is consistent with the development needs of the local people, placing research at the centre of this shift. This apparently one decision carried with it a lot of time into planning for this paradigm shift. A considerable amount of time in 2007 was devoted to the subject of the transition to understand the short, intermediate and long term implications of the proposed direction which is now generally understood and appreciated by the primary stakeholders.

KRC is presently working with the Mountains of the Moon University under a Memorandum of Understanding which was signed in November 2006 and took immediate effect. This initial effort is intended to facilitate a systematic transition of KRC into an institute of Research and Development as the future strategy for KRC. Further thoughts are continually being generated to shape the strategy and partnerships are being sought that can support the new direction.

Planning at program level

At program level, planning aspects have been handled in periodic schedules on weekly, monthly and quarterly timelines depending on the nature of the issues. Out of the planning meetings, emerge program work plans which direct actions at program level.

All programs were able to conduct their own internal monitoring exercises for their programs which informed progress and additionally, the MFA program has on a bi annual basis external monitoring conducted by the program consultant (Acclaim) which informs the program's overall performance against the set performance indicators.

In plan, for the first quarter of 2008 is the end of term evaluation for the Human Rights and Good governance program, specifically focusing on the peace building and policy monitoring components of the program. It is expected that the evaluation will provide an overall assessment of the successes and inform future strategies and programs for increased civic engagement and sustainable development processes in the region. The current civil society empowerment program II will equally undergo an external evaluation at its conclusion in 2008.

Contextual over view: trends and events critical to KRC work

The overly spoken Prosperity for all Program

The reading of the 2007/08 national budget came with a theme that implied that the slogan “prosperity for all” that colored the NRM manifesto during the 2006 Presidential campaigns was not merely a talk shop. It sounded mockery at first to promise riches for everyone at the time of the campaigns but gradually, people are understanding that the Prosperity for all program is not just the overt cheap money through SACCO lending but an interlinked process of increased agricultural productivity, adding value to the produce, proper marketing of the produce based on cooperatives, access to ‘affordable’ credit through Saco’s and interlinking them through a national community information system. The main contention however, is on the practicability of the idea which is seemingly brilliant on paper but flawed on the economic reality.

This is not the only threat but what is feared even the more is the likely adverse interruption of the already existing Saco’s that have been built on strict principles for operational self sustainability and Financial self sustainability. The largest blind spot appears to be on interest rates. It is suggested that the government will give loans to Saco’s at 9% while the Saco’s should give it out at 9-13% per annum. Given a SACCO gets a loan of five million (5,000,000=) Uganda Shillings, it can make a gross income of two hundred thousand (200,000=) shillings only from loan interest for a whole year. Technically, such income can never make it possible to meet the operational and financial costs for the whole year including paying interest on members’ savings, dividends on shares, paying rent, training, fuel, office repairs, equipment maintenance, utilities, loan loss provision, salary, reinvestment, etc. These oddly low interest rates are on the face attractive but in the end very debilitating to farmers to run and sustain their own show without government subsidies.

The national budget, 2007/08

As the 2007/8 national budget was read and passed by parliament, sections of the population were debating on whether the budget was fair and pro-poor or not. The budget indicated an improvement in the GDP (6.5% economic growth) with only 38.7% of the total budget donor funded. Notably, however, the introduction of fuel and road taxes is expected to increase prices of food stuffs due to increased transportation costs and all this is expected to be met by the final consumer, the poor man ends up feeling the pinch more. The civil society prior to the budget speech had their input through the civil society budget analysis group (CSBAG) by providing alternative community priorities to the government for input into the national budget, a report was compiled and sent to the ministry of Finance from which references were made in the budgeting process. The budget reflected key priority areas including introducing NAADS in all the districts in Uganda and implementing SACCOS for the “BONA Bagagawale” or Prosperity For All program, as well as improving the infrastructure especially works/communication, education and health. On the whole, the kind of alignment of priorities in the national budget have a great bearing to the majority poor but the implementation is another question altogether.

Global warming and climatic changes

The concept of global warming for years seemed a far fetched threat to many local people until now when the climate is continually failing the usual pattern. Farmers in the region and largely elsewhere had not in years been subjected to such a degree of uncertainty of the weather. The previously predictable planting and harvesting seasons have changed course and no longer reliable and these changes are negatively impacting on farmers’ productivity through either drought or excessive rains. Low production during the previous period and failure for crops to mature on time (like delayed coffee ripening) due to excessive and extended rains have influenced loan defaults among the farmers. Farmers have experienced low crop yields, due to increased multiplication and spread of pests and diseases, recurrent floods, drought and low rainfall. It is important to note however, that the concern of global warming received soaring articulation in 2007 at the local and international scene which shows that there is collective will to minimize the occurrence of global warming.

The ban on importation and production of polythene bags of less than 30 microns which is un biodegradable was another fundamental local move undertaken by the government of Uganda to conserve the environment. Polythene bags are said to spend more than 100 years without being degraded and are expected to be the major causes of drainage blockage which result into floods especially in urban areas. The example of the “save Mabira forest campaign” that drew

thousands of Ugandans into a demonstration to stop government from diverting the forest land to another economic activity revealed the extent to which the local people are increasingly concerned about climatic changes. The government proposal to sell 7,100 hectares of Mabira forest to Mehta group of companies (for sugar cane growing) met heavy resistance from the least to the affluent in the Ugandan society. Press reports (new vision 21st April 2007) reported a massive boycott to the sale of the forest, a survey indicated that 72% of the movement MP's had voted against the sale, a fact that indicated that even within the circles of the government the idea was not embraced by all. Although much of this agitation was felt in the city centre, the country side was equally supportive of the campaign to save mabira forest.

The policy framework

2007 closed with the passing of the regulations of the NGO bill against contention by civil society on certain clauses of the bill. It is important to note that the review of the NGO bill regained attention of the policy makers just around the same time with the political transition from the movement individual merit system to multiparty politics. This certainly compounded the priority list for policy makers and equally roused vested interests in certain operational frameworks. Since 2005, a coalition of Civil society organizations has been making several attempts to have an audience with government towards alternative clauses to heavily contested ones such as yearly renewal of operational permits for NGOs and others, but in the end, government did not heed to any suggestions and in November 2007, the NGO bill was passed as law in its repulsive form. As law now and in the meantime, NGOs have to adapt to proactive ways to engaging together with government in the face of prohibitive regulations. The most threat carried with the NGO law is the ability of NGOs especially those in advocacy to pursue their mandate without the fear of harming their existence upon judgment of their work by the powers that grant and withdraw operational permits for NGOs.

KRC Programs

The KRC programmatic framework strives to continue holistic in nature involving integrated interventions in Human rights and good governance, farmer enterprise development and organizational development that work together for positive social, economic and political transformations of the local people. This long past of an approach has bore many benefits to the direct program participants in terms of their ability to take charge of the development process but also, has been a worthwhile context for us to spot the opportunity of scaling up this achievement into larger processes. Presently, the KRC programs are adapting to knowledge building processes with research at the centre, in collaboration with the community-focused Mountains of the Moon University (MMU). This pursuit is embedded in the overall strategic direction of KRC of operating as an institute of Research and Development affiliated to the Mountains of the Moon University. All these endeavors are an attempt to remain relevant to the local needs and at the same time, support the development process locally and elsewhere through research, documentation and dissemination of research findings in appropriate ways.

The Human Rights and Good Governance program

Given the specific interest of the program on transparency and accountability, public expenditure and the democratization processes, there were a lot of events in 2007 that drew the interest and participation of the program and indeed, made a significant contribution in transferring power to the local people to take charge of the community development concerns.

Notably, the PRMT tool has continued to rouse interest of the community in the management and performance of public utilities such as schools, health centers, water sources and others, which is making a positive impact on service delivery as a whole. Cases to this effect are in the example of Bukuku health centre in Kabarole district, where the community, through their local meetings were able to cause action that brought back life to their health centre that had for three months been virtually non operational owing to a habitually absent health worker.

Another case worth mentioning is the effect of the PRMT model on education in schools in specific sub counties of Nkoma and Kahunge in Kamwenge, and Kisomoro in Kabarole district. PRMT processes have borne a collaborative framework that combines the children, the teachers, the local leaders up to the level of the RDC, in regular monitoring exercises regarding the learning and facilities of the schools. These efforts have made a significant contribution to improving education delivery. For instance, in Kisomoro Sub County, the primary leaving examinations improved from 2 out of 366 passing in grade one in 2005 to 29 out of 339 in 2006 alone, a result of which is attributed to regular monitoring since the introduction of PRMT work in 2005.

Increased child retention especially of the girl child has been reported in Nkoma and Kahunge sub counties of Kamwenge district because of the child mapping exercise and rights advocacy activities in the primary schools of these sub counties. For example, by January 2007, 373 pupils had dropped out in 9 schools of Nkoma Sub County. Through the engagement of the stakeholders in the district including the RDC, 175 pupils had returned to school by June 2007. This obviously explains that the lack of supervision by the responsible departments such as the education department was partly responsible for the increased drop out in these schools and unclear roles and obligations of parents towards the UPE policy. Many children were dropping out as their concerns such as lack of scholastic materials and lunch were not being addressed by the schools, the local political administration neither were they being addressed by the parents. With the support of the political leaders, the District Education Office, and that of the RDC, the situation has greatly improved. However, 53% of those who dropped out in Nkoma are still in the villages and it is expected that with more pressure being exerted on the stakeholders especially parents and school management, the number of drop outs will decrease and the quality of education will also improve in these schools.

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The minister of general duties in the office of the Prime Minister Adolph Mwesige greets the former resident District Commissioner, Kabarole Mr. Ndiwa Chemaswet as another participant looks on at one of the Leaders Retreats in 2007 at Kasunga Training and Conference Centre

The rising civic action

With all topical issues relevant to the common man given the platform on the weekly civil society radio program, the local people often are aware of cases of anomalies, as well good performance within public utilities. This level of awareness has given rise to a collective public voice that has in many instances exerted pressure for a positive change. For example, when the radio talk show devoted time to discuss the circumstances surrounding the shortage of Anti-Retroviral Drugs (ARVs) in Buhinga referral hospital, it contributed to a demonstration by patients which compelled the hospital management to devise alternatives to provide ARVs to the patients by adopting an internal borrowing mechanism. This was against the national media stories that had it that ARV drugs were rotting away at the national medical stores in Kampala, and in contrast, particularly in the rural areas, there was virtually no treatment for HIV patients. This scenario particularly affected the patients who belonged to the fated Ministry of Health (M.O.H) distribution line and could therefore not access treatment from Joint Clinical Research Centre (JCRC) funded under the Presidential Emergence Plan for Aids relief, despite being housed within the same Buhinga hospital in Kabarole district.

In another instance, in June 2007, the community around Fort portal town went on the streets to demonstrate on the appalling state of the road that was being constructed by CICO (Chongqing International Construction Corporation). As a result, the construction was temporality halted until officials from the Ministry of Works intervened. The contractors were instructed to re-do the road according to the agreed standards and strict supervision and no payments would be issued if the quality remained to be poor. It is important to note that the civil society radio program pays great attention to common concerns and that explains its significance in local governance matters.



Conflict resolution

KRC supports activities of school children to promote Rights and engage in noble causes like fighting of HIV/AIDS

The Human Rights and Good Governance program has set a strong foot at the grassroots level by way of involving the local community structures in resolving local conflict through mediation. Locally based Peace committees are continuing to be significant delivery structures by providing communities with an alternative to conflict resolution mechanism that is cheaper; contributes to peaceful means of conflict resolution ; create peaceful coexistence among community members and improve respect of human rights among others. Every peace committee out of the nine in the region has a success story to tell on conflict resolution. For example, Nkoma Peace Committee in Nkoma sub-county, Kamwenge district successfully handled over 19 conflicts in 2007. These cases if resolved through courts of law or the Local Council system would have produced losers and winners, which according to the peace committee do not reconcile the parties in conflicts. Similarly, Katooke peace committee in Kyenjojo district resolved 29 (14 land wrangles, 13 domestic, 1 petty theft and 1 defilement) cases from five parishes in 2007. The role of peace committees in conflict resolution is recognized by all the local government structure where peace committees are operational. During the leaders retreat at Kasunga training conference center in 2006, the role of elders in resolving regional conflicts was recognized, a resolution was passed to form a Tooro elder's forum that will later merge with other elders forums in Kamwenge ,Kasese and Bundibugyo to form a regional elders forum. The role of the forum will be to intervene in regional disputes through tradition means of conflict resolution but also play counseling and mentoring role to the young generation as well as preserving the cultural identity of the community in the region. Despite all these efforts new forms of conflict are slowly emerging including political conflicts, ethnic marginalization, intercultural clashes and other conflicts related to scarcity of resources such as land, these need a lot of in-depth study and practical strategies to resolve them which already fits well in the KRC's new strategic direction of research and development Programs in the region

LEADERS RETREATS

At the grass root level, peace committees are continuing to be significant delivery structures by providing communities with an alternative to conflict resolution mechanism that is cheaper; contribute to peaceful elections; create peaceful coexistence among community members and improve respect of human rights among others. Every peace committee out of the nine in the region has a success story to tell on conflict resolution. For example, Nkoma Peace Committee in Nkoma sub-county, Kamwenge district successfully handled over 19 conflicts in 2007. These cases if resolved through courts of law or the Local Council system would have produced losers and winners, which according to the peace committee do not reconcile the parties in conflicts. Similarly, Katooke peace committee in Kyenjojo district resolved 29 (14 land wrangles, 13 domestic, 1 petty theft and 1 defilement) cases from five parishes in 2007. The role of peace committees in conflict resolution is recognized by all the local government structure where peace committees are operational.

Democratization

Voter independence at the Kyenjojo district bi-election

2007 saw a repeat of the local council five elections in Kyenjojo district after the previous of 2006 were nullified on grounds of malpractices and intimidation by the sitting chairperson at the time.

The glory in this exercise was the voter independence amidst heavy weight campaign for the incumbent, drawn from the local leaders in the neighboring Kabarole district and beyond. For the first time, the local people overlooked the campaign noise of the big weights and put their majority vote to an independent candidate whom they believed carried the concerns of the locality.

It is important to note that, prior to the elections, a number of civic education initiatives by the civil society organizations were undertaken. KRC supported Kind Uganda and Peace Committees in BUKANYA area to sensitize communities on civic rights and issues of peaceful coexistence. By and large, the district despite some challenges displayed a high level of political maturity and with no violence registered in the notorious areas of BUKANYA.

Advocacy

Input into the 2007/8 national budget, the case of the CSO- BAG

In the effort to have budgets that address the poverty situation in Uganda, Civil Society organizations engaged the Ministry of Finance and parliamentary budget committee to accepting the realities at community level that would give lessons to incorporate some proposals in the national budget. The engagement was highly appreciated and it brought different voices of CSOs. It is intended to be strengthened in future especially for CSOs that engage in policy monitoring and advocacy. KRC participated together with other civil society organizations under the CSO-BAG initiative. However, we would like to note that the engagements were more effective at sub county planning levels in the districts of Kamwenge, Bundibugyo, Kabarole and Kyenjojo where the process of planning that was spearheaded by partners came up with priorities that were incorporated in the sub county plans.

Networking and collaboration

Uganda Governance Monitoring Project

The Uganda Governance and Monitoring Program to which KRC is a party and chair has continued to check the performance of the government on the PEAP framework but specifically pointing out issues on: respect for civil rights, good governance/service delivery, gender, transparency and accountability. In May 2007, the members of the UGMP held an annual retreat to, among others lay a strategy for continued participation of CSO's in monitoring government performance especially in this multiparty governance, also on the agenda was the question of resource mobilization for the UGMP members and strategies to continuously and meaningfully engage the donors for support and the government, on the results of the program. One of the results was that KRC was selected to be the chair for the UGMP given its long experience in policy engagements with the government and broad institutional linkages.

Strengthening the public private partnership

The Ministry of Finance in partnership with civil society organizations is coordinating the process where CSOs could have tangible input in the policy making process. Previously CSOs were criticized for providing information that was not scientifically generated and not representative enough which hindered the decision makers and planners from utilizing such information.

Through public private partnership, CSOs were trained in data collection, processing and analysis, report writing, sampling and other research methods that would enable CSOs generate information that would be utilized by government.

The PRMT tools developed by KRC were very instrumental in coming up of these Public private Expenditure monitoring (PPEM) tools and the information generated will greatly complement the already existing information especially in the fields of health and education which are the priority sectors under PPEM.

The tools and entire program are not new, the structures and the community who are already conversant with the monitoring processes will be equipped with additional skills in generating information that would be analyzed to inform our local advocacy efforts and also availing the information to the ministry to inform the national picture and policy issues. 2007 closed with piloting of the tools in two sectors, health and education with the support of community process facilitators that have been training in applying the PPEM tools. Emerging issues from these tools will be analyzed and used to engage local governments on areas that they have been successful and the gaps to be filled.

CSO/parliamentary partnership building

KRC participated in a national engagement in which the members of CSO's were looking towards establishing space through which they can continuously engage parliamentarians on a number of CSO concerns, the meeting was attended by chairpersons of sessions and standing committees, representatives of the opposition and administrative section in Parliament. A number of results accrued out of the two day engagement: Establishment of Civil Society/Parliamentary forum that will be a formal space for engaging MPs, establishment of a steering committee comprised of Rev. Kaiso of UJCC and Mr. Pinto (in charge of coordination and development in parliament) this team will operate for one month to come up with a paper on how the forum will function and report to the same forum, establishment of a structure through which CSOs can channel policy issues. CSOs were to form cluster according to their areas of specialty that will correspond with the committees in parliament for easy engagement.

This is a positive trend since Civil Society Organizations are in direct contact with the community and thus are in good position to share information relating to the community priorities and the space will also increase the partnership of the CSO's with the government especially in sharing information, researches, policy briefs, etc. KRC-HRGP will use this space to share researches and information to inform policy formation and amendment.

Women's day celebration

This year's women's day celebration drew participation of a number of stakeholders in the region. The regional commemoration of the international women's day was coordinated by SNV with participation of a number of civil society organizations operating in the region including district networks and the five local governments in the five districts of the region. KRC together with Kabarole local government spearheaded localization of goal 4 (child mortality) as well as providing information on women and gender in the district. The commemoration of the women's day centered on localization of goal 3 of the MDG's i.e.: "Promote gender equality and empower women".

In Uganda women constitute about 51% of the population and constitute about 80% of the workforce in the agricultural sector, yet their contribution to development is normally undervalued or under looked. The organizing group for the 2007 women's day celebration came up with the "Rwenzori region gender network" that will among others tirelessly front gender concerns while localizing MDG goal 3 in the region.

A number of workshops and consultative meetings on challenges of women in achieving development especially attaining MDG's were held prior to the actual day of the celebration to enable enough input by all stakeholders especially women leaders, in addition to consultative dialogue meetings held at every district level. A paper on gender and women challenges in the region was documented and presented to the guest of honor at the final day of the celebration. As part of the a three weeks event, three members from each district were sent to national celebration at Kololo in Kampala, where they participated in an exhibition and Kabarole district exhibition emerged the best and was selected to exhibit during the CHOGM meeting in Kampala.



The section of the road that was shoddily done (left) was improved upon (right) after the demonstration by the Citizens against the Chinese construction company in Fort Portal Town Western Uganda. KRC works with other Civil Society Actors to raise Civic awareness and build capacities of the people to demand for accountability

The Sustainable Production Program (SPP)

The Sustainable Production program made good progress on its delivery to farmers in spite of the climatic hazards that negatively affected a lot of support that went to farmers in terms of crop yields. Unpredictable climate changes remain the most threat to farmers' efforts in the region and elsewhere, and this calls for preparedness to mitigate the adverse effects of excess rains and drought to farming. There are already efforts underway to bring closer the services of the National Meteorological department through the Rwenzori Information Network, to enable timely dissemination of the relevant information but also support the application of rural technologies such as rain water harvesting and affordable irrigation schemes.

Save for the farmers, the program has drawn on another category of the rural population who mistakably are bundled with the rural farmers. These are the very poor individuals whose livelihood is far from agricultural activity.

The program's unique approach to working with the very poor as individuals as opposed to the group strategy has so far lived to prove right the assumption that the very poor usually are unable to pay group fees, have divergent immediate needs, social stigma, and lack of land or information to use available land productively, which makes absorption in a predominantly agricultural group very difficult and unbeneficial in the short run.

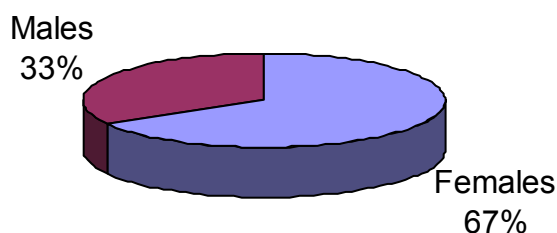
In the course of 2007, (31 females and 23 males) individuals were identified from Mahyoro Sub-county in Kamwenge District and Mahango Sub-county in Kasese District to kick off the pilot phase of the strategy. Grants have so far been extended to 25 individuals out of the 45 (84% women) to undertake their micro business enterprises and are being monitored regularly to record the progress they are making. The program will sign contracts with the rest in the first quarter of 2008. The relatively slower pace on this project is partly due to the inherent disillusioned nature of the target group but also to allow as much learning as possible on the side of the implementing team on how best to facilitate the very poor individuals to make positive strides in attitude and skills to take charge of their own lives.

Nonetheless, this is not an easy process; the average success with the 25 individuals in 2007 is quite promising and a lot more is expected to come through as the program gains the implementation teeth of this unique project.

Raising up more farmers' groups in the region

The program continued in appraisal processes through out the year and in the end, added 47 new farmers' groups on the already existing 324 farmers groups that have been supported since 2000. In 47 groups, the program managed to reach 1,163 households and 1,359 individual farmers of which 906 are females, which was a fair allocation of the financial resources at the program's disposal in 2007.

Figure 1: Supported CBOs; members by Gender



District	Sub county	Sub county	Number of groups	Percentage
Kamwenge		Nkoma	15	31.9
Kamwenge		Mahyooro	7	14.9
Kabarole		Kateebwa	4	8.5
Kabarole		Kasenda	9	19.1
Kyenjojo		Kihuura	6	12.8
Bundibugyo		Karugutu	6	12.8

A lot of capacity building accompanies the appraisal process which does not only result into big numbers of qualifying farmers' groups but also the necessary skills to make the selected farm enterprises successful and sustainable. Key skills that have been gained by the supported farmers include business planning, record keeping and savings and credit. These skills have been very useful to farmers at the phase of: cost - benefit analysis, determining the suitability of the selected enterprise, equipment needed and the marketing strategy. Additionally, the technical support from the Micro Finance Associations Program has helped groups understand the complementary role of savings in enhancing agriculture as farmers access credit from their own schemes. All the 47 supported groups have either initiated or strengthened their group savings and credit which is not only enabling to meet the 33% local contribution towards their enterprises but also paving way for MFAs to emerge as it is the case in Nkoma and Mahyoro sub-counties in Kamwenge district.

Bridging the gap between agriculture and credit facilities

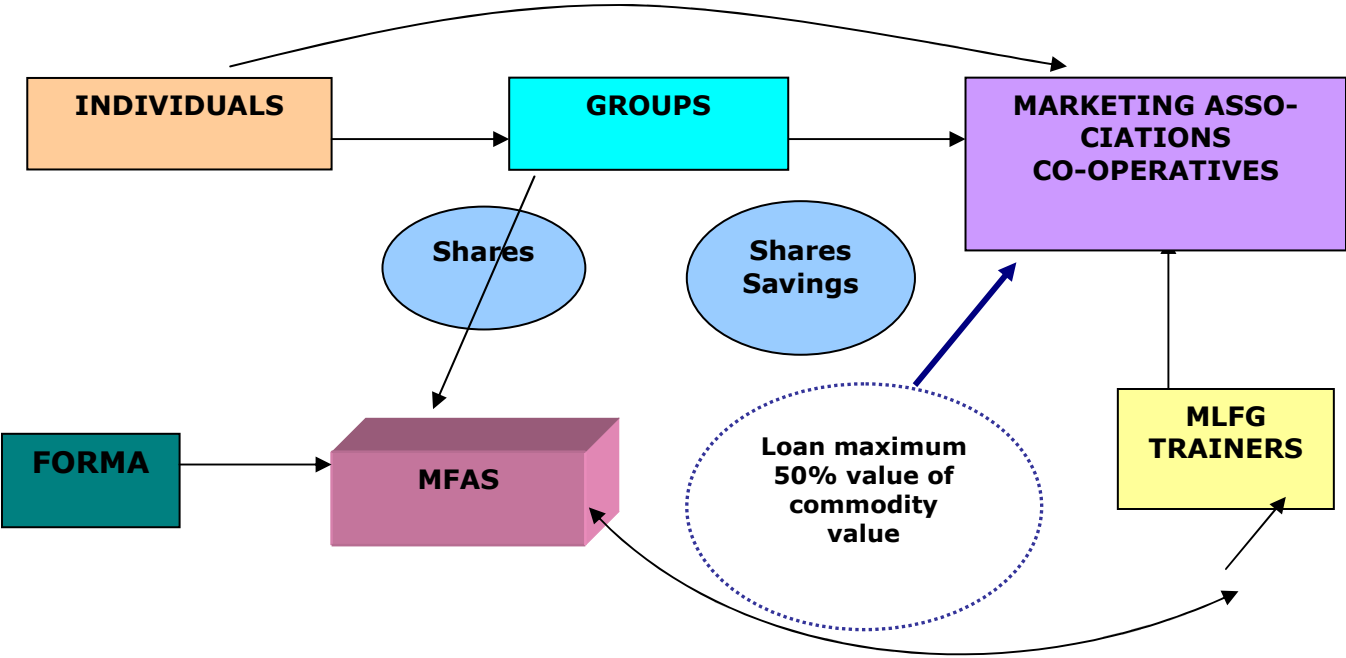
2007 marked a doubled zeal for SPP, particularly for their Middle level Farmers program and MFA to reinforce each other in practice. In principle, MFA and SPP are sister programs that spirally build upon each other, however, without a strict adherence to integrative actions, it is possible that these

programs can exist independent of each but in dire weakness. In light of strengthening the mutual relationship between agriculture and credit facilities, the Sustainable Production Program held a reflection meeting which paid particular attention to understanding the working relationship between MFAs, MLFGs and Marketing Associations.

It was noted that the major relationship between MFAs and MLFGs is derived from the interdependence of both institutions. Farmers usually save income from their activities with the MFAs while MFAs extend credit opportunities to the members for investment into income generating projects. Based on the basic understanding of the interdependence, farmers further analyzed the source of their frustration with farm produce which is a combination of factors in marketing and credit facilities. All these together enabled the farmers to agree to a strategy that combines MFAs, MLFGs and Marketing association in a web relationship, thus responding to the critical bottlenecks in agri-business.

In practice, the farmers are expected to continue saving with MFAs and buy shares in the marketing Associations. The Marketing Association too is expected to buy shares in the MFA to allow accessibility to credit which in the course of time is used to pay for at least 40% of the farmers produce on delivery at the collection centre. This is intended help farmers offset any immediate needs as they await a full payment after a collective sale by the marketing association.

Below is an illustration showing how the Marketing Associations, MFAs and Middle Level Farmers Groups relationship works.



The Marketing Association can be made up of groups, individuals or a mixture of both as long as the rules governing the members are clear. It works with its local MLFG as their training arm, with emphasis on quality control systems for increased and improved agricultural productivity. The MLFG lies under the authority of the Board of the Market Association.

Enhancing practical learning for farmers

Among other forms of learning, exposure visits constitute one of the most appropriate ways through which farmers have gained practical skills. In 2007, priority was given to farmers' groups involved in apiary projects to visit another fine apiary project found in Nyabubaale, in Kabarole district. Nyabubaale Foundation is one of the supported MLFGs that has accumulated expertise in apiary over the years. 13 farmer groups benefited from the exposure on quality control mechanisms, queen rearing technology that ease the colonization of hives, processing, packaging and marketing in apiary farming. The visit was also meant to strengthen networking amongst all apiary groups across the region as a recommendation from the 3rd farmers' reflection meeting which advocated for clustered exposure to make room for specific interest and learning in detail on a specific produce. Such efforts are potential grounds for the formation of marketing associations in various areas of production and a regional marketing union can result from this networking in future.

Farm production

Against weather odds, farm produce among the supported farmers' groups was reasonably high. This is partly explained by the sustainable agriculture practices that withstood weather hazards to some extent, appropriate farm technologies and specificity of enterprise by a given farmers' group. For example, Rukooki progressive MLFG registered tremendous improvement in rice and groundnut production as compared to the previous season. The increased production was as a result of all the affiliate groups acquiring land for implementation in the irrigation scheme. Previously, some affiliate groups grew their crops outside the irrigation scheme but encountered huge losses due to crop failure. In light of the loss, the group put a policy to encourage all farmers to acquire pieces of land for implementation in the irrigation scheme which gave them higher yields in 2007 than in 2006.

Coffee farmers equally got a good harvest especially those in the upland areas. This was also attributed to the best practices in coffee management and quality control measures applied by the farmer groups.

Goat rearing farmers registered steady multiplication of goats due to the adoption of better goat management techniques. Notably, the aspect of cross breeding of the local goats with exotic breeds gives off a good quality which is very adaptable to the local conditions and manageable within the local farmers' means. In Kyondo, Nyankwanzi, Nyakiyumbu and Buheesi sub counties, over 60% of all the female goats had kidded by the close of 2007, thus doubling the number of goats previously given to the group. However, a strange, not so alarming though goat disease broke out among the farmers in Nyankwanzi Sub County, Kyenjojo district and some parts of Bundibugyo but control measures were found to mitigate its spread and effects.



The Sustainable production program of KRC aims at improving farmers incomes through increased food production and support to marketing associations as seen on the left

The table below shows production patterns against inputs; sales and savings for some of the MLFGs in 2007

PRODUCTION TREND OF THE MLFGS

NAME OF GROUP	AREA OF PRODUCTION	INPUT AND OUTPUT; SALES AND SAVINGS
Uphill sustainable	Wheat growing and Meat goat rearing	580kgs of seed on 12 acres of land and harvested 800kgs
Kyempara farmers	Sunflower processing	7 tonnes harvested compared to 3 last year
Burangwa Eyisuka Ningabo	Apple banana production	Harvested 46821, much higher than the previous season that yielded 25219. The group on average sells 1060 bunches per week, earning them 318,000 shillings
Rukooki progressive	Rice and Groundnuts	1000 kgs of rice seed planted, 3000kgs harvested in the first season of 2007. Each kg sold at 1200 and 200kgs reserved by each group as seed for the next season 1500kgs of groundnut seed planted, 6228kgs harvested in the second season of 2007. Each kg sold at 800 and 1400kgs reserved as seed for the next season
BUNTT	Soya bean growing and Pine-apple	576kgs of soybean planted, 9000kgs harvested and sold at 400 per kg 119 of pineapple fruit harvested. Group savings increased from 500 to 1000 shillings per person per week
KIFA	Piggery and apiary management	Savings increased from 695,000 last season to 1,700,000
Kyabarungira	Banana growing and coffee management	Shares in the MFA increased from 40% to 60%
Bamugisa	Goat rearing and maize growing	Harvested 38000kgs of maize, out of which 15,000kgs were used for home consumption. The group realized 5,980,000 Shs in sales collectively. 20 goats kidded 25 kids. Production doubled of maize, banana and double sized goats ensued out of crossing breeding
Kibuye Organic Farmers Cooperative Society	Maize marketing	Produced and stored 68.043 metric tonnes as compared to 41.786 metric tonnes in the previous season.
Nyakiyumbu	Goat rearing and Coffee management	Out of 90 goats, 23 kidded bringing the total to 113. 990kgs of coffee produced and sold to Rwenzori Finest coffee on an average price of 3250 Shs per kg.

Marketing

Farmers have increasingly embraced the need for collective marketing and the formation of marketing associations as the most feasible way to bargain for better prices. 80% Of farmers in supported MLFGs and 40% of the CBOs collectively sold their products together in the last season of 2007. The program has already devised a strategy of linking together CBOs and MLFGs along specific agricultural enterprise through joint reflection meetings, exchange and exposure visits to allow for joint working on issues of marketing their products. The now emerging MFAs and marketing associations have twined CBOs and MLFGs on marketing. However, a challenge still presents itself in inadequate storage facilities which impede the overall control of quality at the stage of storage. Most farmers groups still store their produce in houses that are not recommended for storage; only 4 out of the 33 MLFGs have appropriate storage buildings for their produce. Nonetheless, the issue of produce storage is partly being looked into under the one year funding from German Agro Action (GAA) with a focus on enhancing the sustainability of farmer owned marketing and agro-processing associations under the MLFGs project.

Micro Finance Associations Program

In the present national wide revival of SACCOs under the "Prosperity For All Program", the MFA program stands at the test of survival and maintaining its niche on the rural market. The tenets under which the SACCOs are being revived present critical disparities between the MFA program and the government SACCOs program which might in the end, retard the rather steady growth of the MFAs. Proof to this, is the comparative performance of MFAs in the past years of the program and the present.

The performance of MFAs in 2007 generally did not look as impressive as has always been. Although this declined performance is associated to other factors, notably climatic changes, very evident is the government SACCO program that influenced some members of the MFAs to leave their MFAs for the apparently cheaper alternative. Whereas the former is a real threat to any activity both in the short and in the long run, the effect of the latter is expected to be short lived as the members will soon realize that their MFA arrangement still has an edge over the government supported SACCOs in terms of benefits. This is therefore expected to normalize the program in the long run, hopefully in the next one to two years.

Nonetheless, the program continued on going in processes of sensitization, monitoring, joint MFA meetings, exchange visits, technical and material support, research and documentation which gave rise to more 3 MFAs in 2007, thus making the whole total of 20 MFAs across the Rwenzori region

Raising more and strong MFAs in the region

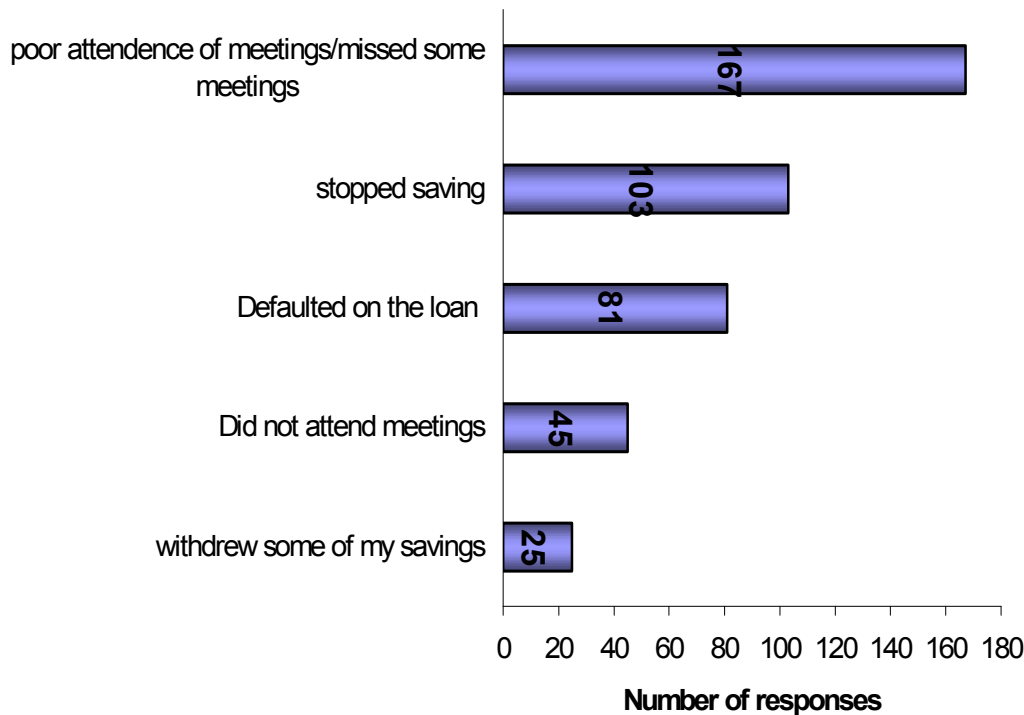
Out of regular sensitization, training and appraisal processes for MFAs, capabilities, particularly of the new MFAs have been enhanced. Some MFAs of Kiceece, Nkoma and Mahyoro, Kamwenge, Kyabarungira, Kitwamba, Rukooki, Nyabbani and Mpapa sub counties that have newly emerged made positive strides to a maximum of qualifying for national registration and signing of the MoU with KRC. This positive growth was equally picked up by the Program's external consultant -Aclaim Africa Ltd in the monitoring report of January-June 2007. This achievement however, has not come so easily given the education levels of most of the MFOs. The program had to invest a lot in monitoring of the MFAs which was fair enough for the nature of emerging MFAs. Continued capacity building support will be given to MFA board members to enable them perform their duties more efficiently and effectively to improve their MFAs' performance.

Research

In line with the new strategic direction of KRC of transforming into a Research and Development institute, the program undertook a research study on health in relationship to MFAs. Such research efforts within programmatic interventions are meant to continually refine the program products so as to keep them relevant to the local needs as well as building knowledge to influence bigger processes of national and international scale.

During this reporting period, the research on health has been concluded highlighting how the health challenges/gaps are hindering the livelihoods of the members and the effect on savings and credit activities among others. The full report can be found at www.krc.or.ug and this reveals the effects of Ill Health on Savings and Credit Activities of the MFAs as can be seen in the graph below.

EFFECTS OF ILL HEALTH ON MFA ACTIVITIES:



Source: Health Research Report (2007)

The major outcome of the report findings is that MFAs have realized the need to form health committees that will draw the MFAs' Health Policy to be discussed and adopted at the forthcoming quarterly joint meeting due April 2008.

More research studies have been conceived to take place in the course of 2008.

Staff enhancement programs

Two out of six Program staff were availed the opportunity to enhance their skills and get exposed to various practices in the Micro Finance industry. One staff particularly got "Training of Trainers" (TOT) skills from a reputable institute of Management –UMI, which was highly beneficial to the program .

This was highly beneficial to the program given a predominantly peasant non-literate farmer category of age range 30-49 the program interacts with on skills transfer. On the international scene, another program staff was facilitated to present a paper on experiences using the PALS approach at a conference on Women's Economic Empowerment for Gender Equality and pro Poor Development (20th-30th APRIL 2007), organized by Oxfam Novib in the Netherlands. The presentations attracted the participants to suggest a follow up workshop (suggested to take place in December 2007) where other Microfinance practitioners targeting farmer (women) empowerment in Africa, Latin America, India and other areas will come to learn and share from the experience of the Rwenzori Region, especially on the value chain development. As a result, the MFAs are venturing into encouraging their members to form marketing associations. The goal is to enable the members get better prices for their agricultural produce.

Program performance against its benchmarks

Membership

The general membership kept growing slowly but steadily. The total membership as of 31st Dec 2007 was 9745(of which 70% is women) compared to 8,408 as of 31st December 2006. The program has continued to encourage the groups to maintain and recruit female members to give more rural women a chance to participate in economic activities as well as access financial services as a whole.

It is important to note at this point that the Micro Finance Associations model did attract the Microfinance practitioners to learn more about it and a call ensued to present a paper on a theme: ' New options for Rural and Urban microfinance' during the 3rd Africa International Microfinance Conference held in Kampala, Uganda 20th-23rd August 2007

Shares and Savings growth

Even still with the growth in shares from 87,138,350ug shs (Dec 2006) 2006 to **117,173'600 ug shs** (Dec 2007) and a slight increase in the savings from 173,574,486= Dec 2006 to **195,217,626 ug shs** Dec 2007, these two aspects were negatively influenced by four major factors which include: the government SACCO program; instances of MFAs acquiring external loans; weather conditions and weak governance in some MFAs

The SACCOs that have emerged as part of the implementation of the Prosperity For All program have drawn on the membership of MFAs due to their apparently cheap loans. This development rapidly and negatively impacted on the level of savings and shares in some MFAs. Unfortunately or fortunately for the run away members, it was declared that the newly formed SACCOs would not qualify for credit unless they have continued in operation for two years. Hopefully, this will prompt the run away members to come back to their original MFAs.

The MFAs that acquired external loans experienced a fall in their savings and shares. In addition, they ended up making bad loans which increased default levels. Such MFAs include: Kisomoro, Kisinga, Bugoye, Bwera, Mahango and Nyankwanzi. The fall is explained by the size of the loan vis a vis the businesses; members got larger amounts of money than their businesses' capacity to absorb which, put them in a difficult situation. Instead of getting money to save and buy shares, whatever they got went for loan repayment and was often not enough to cover the whole principal repayment. This was obviously aggravated by the poor loan assessment skills which are now being sharpened through training.

The weather forecasts this time round did not match the usual pattern of wet and dry seasons, a factor attributed to global warming. The 2007 seasons were unexpectedly characterized by long heavy destructive rains in most areas thus affecting the quality and quantity of the harvests. This condition had a bearing to the poor performance of MFAs since savings and credit depend much on the season's performance.

The above largely external factors were met with weak and ineffective governance in some of the MFAs which compounded the MFAs challenge of 2007. Such weak boards that do not do proper follow up of the MFAs' activities like monitoring certainly drag MFAs performance downwards. Examples in this category include Kyegegwa, Butiti and Bugoye MFAs. However, KRC together FORMA are making all efforts, including engaging skilled personnel to help MFAs overcome their specific weaknesses.

Portfolio at Risk

Like for Shares and savings, Portfolio performance too was not comparatively impressive. The overall portfolio at risk stood at 35% as of 31st Dec 2007. Nearly the same reasons as in the case of shares and savings and particularly, the aspect of acquisition of external loans by MFAs and some MFA groups explain the condition of Portfolio at risk. As alluded to earlier, members who accessed huge loans beyond their business capacities met difficulties to pay back the loans. Their defaulting did not only demoralize other members to save, and buy more shares but also ensnared some leaders to pursue the defaulters as they were also culprits.

Unfortunately, the external loans particularly to MSC Ltd are being paid at 100% using post dated cheques repayment strategy at the expense of some innocent members' funds. However, all MFAs have deliberated on the issue of default and strategies have been put in place to make the loans good. The strategies are particular to specific MFAs. However, preventive measures have been re emphasized; they range from withholding the culprits' savings, loans rescheduling, selling of collaterals and taking legal action when necessary.

MFA Self-Sustainability

In spite of all the challenges, the MFAs have remained mindful of their self sustainability. The overall sustainability as of 31st Dec 2007 remained positive. The average MFA Self-sustainability ratio obtained was 153%, with 18/20 (90%) achieving the target of 100%.

VIDEO PRODUCTION STUDIO NOW AT KRC

As one of the best ways through which development actors are currently disseminating information, video documentaries have taken centre stage, KRC therefore set up a fully fledged Video production Unit that offer a variety of services.

SERVICERS OFFERED AT THE UNIT

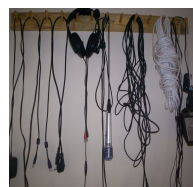
Digital video production.

- o Demo Videos-training guide
- o Documentaries -features
- o Videos-for parties and other functions
- o Digital video and audio adverts.
- o Script writing for both shooting and Editing.



GRAPHIC DESIGNING :

Magazines, News letters, Identity cards, Certificates, Invitation cards, News letters, Brochures-Business cards, Banners, Flyers, Catalogues, Envelops, Calendars, Posters, Digital Album Music recording, CD cutting, copying, and Voice recording among others.



The institution has well trained and experienced staff thus assuring you best quality services. We mind about privacy and secrecy of your information while with us.

Our prices are attractive depending on the type of work, discount is negotiable with management.

KRC Sustainability

Largely, the sustainability of KRC depends on the MFAs' performance and given the prevailing challenges explained above, a lot more care was taken to keep the program to its sustainability target of 2% increase on KRC own income for the year 2007.

Key challenges and possible solutions

KRC's most challenges were largely external in nature and have been partly accounted for in section 2 above that explains "trends and events critical to KRC's work".

Tension continues to build around the now passed NGO Act which makes the operational environment for NGOs tense. However, NGO coalition on the NGO bill where KRC is party is not yet bowing out of the struggle for a favourable policy. Fresh encounters on the subject had been already thought out by the close of 2007 which include: a possible Court action and or, a protest to the state against the entire NGO Act/Regulations, Process and Outcomes. 2008 will perhaps get government to listen to some alternatives depending on the weight of the agitations from the NGO fraternity.

The government SACCO plan, though in purpose and intent means well, poses a survival challenge to the already existing MFAs in the region. The short experience of one year of government SACCOs in the region had already handicapped some of the once good MFAs, casting doubt on the co existence of the two. Although a cross section of Micro Finance practitioners have been very expressive about their fear of the design of the SACCOs, government seems to remain convinced that the design will work and consequently, transform farmers to prosperity. KRC will continue in dialogue at all levels over the SACCO design because KRC and particularly, the MFA program share in purpose with SACCOs though the approach is somewhat parallel.

Way forward

The way forward for KRC is enshrined in the new KRC strategic direction which seeks to direct the accumulated experience of over 10 years in Knowledge building processes in partnership with the newly established community-focused Mountains of the Moon University (MMU).

KRC is therefore, working to attain a new face of a "Research and Development Institute" affiliated to the Mountains of the Moon University in a space of five years from now. What we have presently as community programs will remain as the primary context to learn from, generate knowledge and test hypotheses, all for the betterment of development programs. For this to happen, KRC will work through a systematic Research and Development cycle which is key to the knowledge building notion.

The Research and Development cycle in this context will be pinned under the current KRC programmatic areas which in the implementation course generate research fields for further generation of facts and knowledge. The outcome of research is then cycled into development of new strategies and policy frameworks and eventually flowed back into programmatic areas as improved actions and methodologies consistent with the local needs.

The significance of doing this in collaboration with the university as Mountains of the Moon University is based on our previous lessons in undertaking research and development programming. The research that is not commissioned or specified by Government has no real ownership, however, for an academic institution such as the university, owing to its universal appeal to authenticity of mandate, increases substantially the quality of the research processes and therefore, increases the likelihood of being recognized and being used as significant input into policy analysis and development.

In this relationship and collaboration with the Mountains of the Moon University, KRC is placed at an advantage to enrich more the government processes and other development actors' programs through well documented development oriented and focused researches, whilst implementing programs in the community that are consistent with the peoples needs. This new paradigm shift puts KRC in a position to devote time to comprehensive longitudinal and latitudinal research, studying key phenomena chronologically in depth, and the relationship across related phenomena only hitherto studied in isolation to build the knowledge that works.

Summary of the Overall Assessment of Performance of the Sustainable Civil Society Empowerment Programme II against the Programme's Agreed Indicators

	Programmes' indicators	Assessment of performance	Remarks
1	60 small holder farmers' groups (approximately 1500 families/10,000 people), out of which, 70% are women, with improved sustainable agricultural production practices and knowledge and 40% actively involved in collective marketing for increased income	47 small holder farmers' groups made up 1,359 individual farmers from 1,163 households funded of which 67% are women, with evident improvement in farm, organizational management and market analysis	<p>The 47 contracts were signed in the last quarter of the year and thus the first level monitoring of these groups will be done in the first quarter of 2008.</p> <p>Over 60 % of the support CBOs embrace collective strategies as a marketing option for their products as evidently traced from their business plans</p> <p>The year 2007 recorded the biggest investment of the grants from the Sustainable Production Program into meat goat rearing enterprise. From this, the population of the goats in the region is expected to increase greatly. This has already led to the formation of a marketing association with a focus on goats in Nkoma sub-county, one of the prominent animal rearing sub-counties in Kamwenge district and with the largest animal markets in the Region. This marketing association is still in it's initial stages of development and is made up of members from one supported MLFG and CBOs.</p> <p>The narrowing down of the CBOs work to sub-county level has proven effective in creating ground for marketing and Micro Finance Associations to emerge in some of the supported sub-counties, which are seen as key sustainability strategies for the community structures that the program has supported over the years. The program looks forward to strengthening the link between the two.</p>
2	100 very poor families successfully supported to set up their own enterprises and have increased their income by at least 50%	45 individuals were approved for funding in 2007, and so far the program signed contracts with 25 individuals in the last quarter of 2007 whose progress is closely being monitored. Out of the 45 individuals 84% women	<p>The first installments of the grants disbursed were given according to the small business plans developed. The release of the rest of the installments will depend on the performance of the first installment. The rest of the contracts for the approved individuals will be signed in the first quarter of 2008 after monitoring the performance of the 25 individuals. The implementation of this project has been slow but progressive due to the technicalities involved in making individuals understand each step properly. However, the program appreciates the learning involved in the implementation of this unique project that builds individual confidence and positive attitude towards life.</p> <p>Two more sub-counties will be identified in 2008 for implementation of this project.</p>

Summary of the Overall Assessment of Performance of the Sustainable Civil Society Empowerment Programme II against the Programme's Agreed Indicators

Program indicators	Assessment of performance	Results
<p>30 community process facilitators, out of which 30% are women with adequate knowledge and skills to engage at least 80% of the KRC funded community groups in learning and reflection on their own capacity and information needs for increased benefits</p>	<p>The number of CPFs who are adequate in specific skills and are able to engage with the community has risen beyond 30 to 44. The Human Rights and Good Governance program has 14 out of 16 of their CPFs confident enough to take on any training and mentoring roles within the program's mandate.</p> <p>Same applies to SPP and MFA who have 20 and 10 active and skilled CPFs respectively.</p> <p>All programs together with the Institutional Development Unit have carried out a number of training and reflection events with the CPFs to equip them with the strategic and specific skills relevant to expedite their roles in the community</p> <p>The percentage of female CPFs who are active and skilled stands at 16%</p>	<p>The concept of CPFs has performed exceptionally well on delivery of capacity building to the community and it is very cost effective. The programs assign mobilization, training, follow up and monitoring tasks to CPFs and staff make selected visits to fill any gaps that sometimes arise from CPFs' reports or get more information where necessary.</p> <p>There is a significant aspect of continuous mentoring and coaching role to the community groups by the CPFs.</p> <p>In light of KRC's new direction of knowledge building prepared to be undertaken in collaboration with the academia (particularly MMU) and make research a key feature for the paradigm shift, the CPFs represent a significant structure in the paradigm shift at the level of maintaining touch with the community and research</p> <p>However, the social cultural constraints continue to affect the participation of women; they have not been able to attend most of the training/programs due to mainly domestic responsibilities.</p>
<p>15 knowledgeable and skilled peace and human rights associations, with 60% female membership actively creating awareness on rights in at least 20% of the sub counties in the region and engaging local authorities on the promotion and observance of rights and peaceful coexistence</p>	<p>Cumulatively, 12 peace and human rights associations comprising of over 60% women have in addition to human rights related skills, been trained in business planning skills in relation to their selected income generating activities (IGAs) as part of their sustainability plans</p> <p>In addition 4 youth groups have also been trained and given support in IGA to facilitate youth reproductive health education in the community.</p> <p>In the course of the year, the peace and human rights associations have been active in creating awareness on rights, conflict management and good governance issues, they have been able to participate and mobilize the community in community dialogue meetings and drama sensitization</p>	<p>From the min-evaluation done by the department and reports from the community association, it was noted that more than 60% of the target sub counties have received guidance and counseling from the associations and have accessed information relating local governance and resources through notice boards installed in every parish in the sub counties, they have in addition continued to receive and handle disputes and human rights cases from the community.</p>