



KABAROLE RESEARCH
& RESOURCE CENTRE

ANNUAL REPORT

2010



KRC VISION

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

KRC MISSION

To strengthen community centered development processes that will enable grassroots oriented stakeholders, policy makers, and the academia, generate relevant ideas, skills and resources for equitable and sustainable livelihoods.

List of Acronyms used in this report

CARE	Carry American Relief Every Where
CSOs	Civil Society Organisations
DNSP	District Networks Support Program
HIV/AIDS	Human Immune Virus/Acquired Immune Deficiency Syndrome
KRC	Kabarole Research & Resource Centre
MDG	Millennium Development Goals
NGO	Non Governmental Organisations
NRM	National Resistance Movement
ORUDE	Organisation for Rural Development
PLE	Primary Leaving Examinations
PPEM	Partnership for Public Expenditure Monitoring
PRMT	Poverty Resource Monitoring and Tracking
PTAs	Parents Teachers' Associations
SACCOs	Savings and Credit Cooperatives
SMCs	School Management Committees
SMS	Short Messages
TV	Television
UBOS	Uganda Bureau of Statistics
UPE	Universal Primary Education

Table of contents

MESSAGE FROM THE CHAIRPERSON	4
MESSAGE FROM THE DIRECTOR	5
PART 1: GENERAL INTRODUCTION	6
ABOUT THE REPORT	6
WHO WE ARE	6
PART 2: PROGRAM HIGHLIGHTS IN 2010	7
Human Rights and Good Governance Program	7
Farmer Enterprise Development Program/Unit	8
Research and Information Units	9
PART 3: PROGRAM RESULTS	9
Improving Farmer Access to Better Markets and Incomes	9
Poverty Reduction & Welfare Improvement	10
Expanding Opportunities and Capacities for Rural Small Holder Farmers to Credit	12
Contributing to Civic Competence through Citizen demand for Accountability	13
Research and Advocacy	16
Expanding Information Sharing Platforms	16
PART 4: Partnerships and collaborative Action	18
The Rwenzori Think Tank	18
The regional program	18
Knowledge building program	19
The CARE- KRC Peace Building Partnership	19
PART 5: Lessons, Challenges and Opportunities	20
PART 6: Institutional development & administration	21
The KRC Commercial Farm	21
Human resource	21
PART 7: Finances and Administration	23
KRC Board Members	26
KRC Members of Staff	27

Message from the Board Chairperson

On behalf of the Board, Management and Staff I would like to wish you good reading of our 2010 Annual Report. The report is a key document for knowledge management and dissemination strategy of KRC. The report reflects on KRC'S Vision and Mission and how KRC is committed to "Changing Lives" a famous phrase of Rev. Mark T. Gregon, C.S.C. The most important message I would like to communicate is: KRC's commitment to addressing poverty and improving the livelihoods of the people in the Ruwenzori Region leaves on and needs to be supported by all our stakeholders.

How has KRC "Changed Lives" in 2010? KRC's participation and contribution to the Citizens Manifesto and civic education has provided key information and empowerment for the masses to exercise their rights and to participate in 2011 elections. Secondly, KRC's leadership role in the Think Tank activities has increased public-private partnerships. Thirdly, the power of information and the use of mobile phones in changing lives and empowering communities has been hailed in the developing world, KRC in 2010 introduced the use of mobile phones by small holder farmers to send and receive SMS on agricultural production and marketing information. Fourthly, KRC has conducted research on maize, bananas and climate change geared to improving farmers' outputs and ultimately increasing their incomes. Understating climate change and its influence on farming systems is crucial to sustainable livelihoods. The research on maize and bananas is crucial in enhancing food security, improved income and nutrition. KRC has processed, shared with stakeholders and applied into the communities the generated knowledge. Fifthly, KRC has directly provided funding for grants which were used to increase individual household's incomes.



DR. Consolata Kabonesa,
KRC Board chairperson

As a result individuals have improved on housing standards and their capital assets.

All in all, KRC has contributed tremendously towards "Changing Lives" in the communities and KRC remains a renowned "Change Agent" in the Ruwenzori Region. We are indebted to our development partners and the government of Uganda who continue to support the work of KRC. However, the report highlights key challenges, particularly the issue of funding, I appeal to all the development partners, the Uganda Government, the private sector and other stakeholders to support such efforts of facilitating change in Ruwenzori Region.

Message from the Director

I once again welcome you to yet another KRC Annual narrative report –and also interestingly, to yet another epic milestone –the end of a nerve racking year -2010.

As we did discuss in our 2009 report, the economic recession that began at the dawn of 2008, continued its fathomed 'anger' on the global economy –and in equal proportion, its marauding effects were felt hard in the operations of the Civil Society fraternity. But amid this all; we have soldiered on –and not only survived the tempest, but recorded a number of successes, as we shall be discussing later in this report.

The CSO operating environment in Uganda did in 2010 –as was in 2009, continue to be a 'no go zone' for the faint hearted –as it sapped within its wake, a politically charged period, that necessitated a lot of interventions between the CSOs and the players in the political field. I am however happy to report that in all these processes KRC and its partner organizations maintained their neutrality streak –even when they faced ferocious fire in areas where the political contests degenerated into a conundrum.

As we did witness mid-year, the government of Uganda launched a well articulated National Development Plan (NDP) –which ebbed well with the KRC new strategic plan –that had earlier been ably designed by a new and tenacious senior management team –which I must add, has since coming into office in early 2010 been the driving force behind the numerous innovations at KRC –as we shall be discussing in this report. This new strategic plan provides inter alia, for a holistic social transformation approach, to increase household incomes – as we all strive to buttress synergies, to drive Uganda to a middle income country.



Mr. Julius Mwanga,
KRC Executive Director

The ideological process of setting up a regional program through a participatory open space process epitomised the insurmountable efforts of the gallant KRC team –as the various meetings that were organised, greatly incubated ideas –which have since brought on board all the major players in the development spectrum of the region. The processes are expected to lead into a regional development framework that brings together a wide section of stakeholders to have a united front towards development.

These and many other development paradigms will continue to form the cornerstone for KRC interventions in the year 2011 –as we enter the last leg of the campaign trails and the subsequent general elections. We would like to thank all staff members who worked tirelessly hard in this year and also our donors without whom we would not have reached this far. As the old wise saying goes 'united we stand divided we fall'. Hope we all keep united as we strive to cause development in the world.

PART I: General Introduction

About the report

This is an end of year report of Kabarole Research and Resource Centre – for the year ended, 2010. The report is presented in six parts. Part I is the introduction to the report, Part II presents highlights of Programme activities carried out, Part III presents the program results out of the many activities that were conducted throughout the year, Part IV covers our engagements and collaboration with other partners, Part V presents our key lessons, challenges and opportunities over the year, Part VI presents the key areas of our institutional development and finally Part VII presents finance and administration of 2010.

Who we are.

Founded in 1996 by a group of young graduates from Makerere University, Kabarole Research and Resource Centre (KRC), is a not for profit organisation that operates in the Rwenzori sub Region of Western Uganda. We have a research mission and a long-term commitment to understanding the measures and drivers of poverty and its solutions.



What we do

We;

- Undertake in-depth Action researches and test the outcomes of research through detailed advocacy activities in the region. Our researches are currently being used to engage with policy analysis and reviews at local and national levels.
- Repackage and share information through print and electronic media to diverse target audiences¹ in the region.
- Promote accountable leadership and good governance as a pre-requisite to sustainable development.
- Facilitate the growth of Small holder farmers through skills development and own credit mobilization.
- Support micro business development of the very poor households throughout the region.
- Private sector mobilization and engagement-to support broader social development programmes in the region.

¹ Farming Households, policy makers and implementers, the academia and the media



Our Development ideology

Our development ideology is premised on understanding that the primary roles of the different actors lay within the framework of people-led development. We recognise the role of government in addressing macro economic issues and providing an overarching policy environment. We are guided by our research mandate to facilitate an empowering

process for the community and government structures in ways that give them more control over their own resources through strengthening their analytical capacity, skills, and confidence to derive their own development. We emphasise participatory, gender balanced and bottom-up planning processes.

In all that we do, we strive to grow capacities of civil Society initiatives to take up their own place in a manner that enables them to engage and expand their own social and economic development processes.



PART 2: Program Highlights in 2010

This section presents highlights from two operational programs, Human rights and Good governance, and Farmer Enterprise development. The focus of these two programs is in supporting these small holder farmers to improve their household incomes and civic competence in relation to the wider social issues that directly impact on their livelihoods. These programs are directly supported by the Research and Information units through the generation of ideas; knowledge and information so as to enable farmers make informed decisions – as they strive to increase production, seek better markets and improved livelihoods.

Human rights and good governance program

The program is made up of two projects focusing on; Local governance empowerment, and the other one on securing pluralistic local ownership of development processes. These projects are supported by EU-NSA and DANIDA -Deepening Democracy program respectively. The aim of the program is to increase the civic competence of the farming households, and the effective delivery of social services to the peoples of the Rwenzori region.

In this reporting period, the program conducted civic education activities, including the implementation of the national citizen manifesto campaign that significantly contributed to the awareness rising of the citizens preceding the 2011 general elections. The program also ably engaged with political parties on their manifestos in relation to those of the citizens across the region.



Aspiring politicians responding to the issues in the citizen manifesto dialogue meeting in Kisomoro Sub County

The issues in the Citizens Manifesto were further repackaged by KRC into dramatised messages that facilitated debate and public dialogues with leaders and community members in the Rwenzori region. Amid, the rather tense political situations, KRC managed to facilitate civic education activities focusing on micro-economic sectors of education, health and agricultural through live radio talk show debates and through joint political candidates' radio debates. These issues would later inform the agenda for voter action in the political party primary elections and the 2011 general elections.

In this reporting period, local leaders in the districts of Kabarole, Kamwenge, Kyenjojo and Bundibugyo participated in public expenditure monitoring of health and education sectors, with the aim to boast their performance. This followed the training of over 2000 lower local council leaders, including parish development committees, School Management Committee and Health Management Committees members in their roles and responsibilities. The training and monitoring took place in the sub counties of Kyegegwa, Nyantungo, Bukuku, Kibiito, Kisomoro, Nkoma, Mahyoro, Ndugutu, Bubukwanga.

We also accelerated platforms for information sharing, shared planning information with community members and local leaders, through village sensitisation meetings, radio talk shows, and dialogue meetings at the sub county level.

Farmer enterprise development program/unit



Maize is one of the key household and market crop for the region that was on the agenda of the KRC Market linkage activities in 2010.

Motivated by the need to reduce poverty levels in the region, the Farmer Enterprise Development Program supports Small Holder Farmers in the region to access credit services, improve their production and marketing of their produce as well as micro business development for the extremely very poor individuals in the region.

The program that is supported by Hivos recorded a number of milestones –as hereunder enumerated;

We provided financial and technical support to Four (4) Marketing Associations to improve their storage and marketing conditions.

KRC piloted the implementation of small scale irrigation systems in Kabarole and this first step was likely to be a yardstick to model other related micro irrigation plans in the region. This implementation of the micro irrigation system in Kabarole was the experimentation phase following a research on climate change.

The program also completed an impact study on the very poor supported activities in the region. The results of the study showed significant positive impact of the project on the lives of the project beneficiaries.



Coffee is one of the products whose quality and price improved as a result of value addition, especially through wet coffee processing and better storage.

We also supported Value chain development of the maize grain subsector in the region by first conducting a market survey and secondly disseminating the results of the survey to various stakeholders in the region.

The program also organized 5 business meetings for meat goat farmers attracting over 80 farmers and buyers, and also organized a business meeting between Kichwamba Marketing Association and Kabarole Bee Keepers association, in Kabarole district.

In this reporting period, KRC conducted training and mentoring activities in basics of savings and credit for Marketing associations and some of the farmer based CBOs that were starting the process.

Research and Information Units

The research and information units play a supportive role to the human rights and governance and Farmer Enterprise Development programs at KRC. These generate researched development related information that is shared widely among the targeted farming communities and other development actors in the region.

Following the formation of the Regional Think Tank initiative² in 2008, the research unit at KRC and Mountain of the Moon University commissioned and conducted 4 researches on climate change, value chain development for Maize, and adherence to health messages, especially HIV/AIDs messages, and the dwindling production of bananas in the region.

² The purpose of the think tank initiative is to analyze and synthesis development challenges, and use research findings to engage development practitioners at local and national level for appropriate actions

The results from these studies were for example widely disseminated among various stakeholders in the region, including the local government practitioners. At KRC for example, the climate change research findings were used to start responding to the production challenges of climate change by way of piloting micro irrigations systems in Kabarole district.



PART 3: Program Results

Improving farmer access to better markets and incomes

In 2010, the government of Uganda increased funding to the agricultural sector by 10% aiming at improving food security, productivity of the sector and incomes. This funding is also expected to support simple technologies, - including irrigation schemes, in some districts and also the commercialisation fund at the sub county level. This was good news to the rural farmer in the Rwenzori region who had hitherto remained constrained by lack of information.

However, the increase in government funding to the agricultural sector fell short of Market and Value chain development strategies and yet the East African Common Market doesn't come up as a purely free market. To this end, the smallholder farmer in the Rwenzori region continues to unfavorably compete with other farmers in the East African trade bloc.

In 2010 KRC supported Marketing Associations with technical and financial and exposure to marketing conditions of various products. This would enable them to compete favorably in a highly dynamic and unstable market system. For example over 500 maize grain farmers in the region participated and engaged with processors and buyers and appreciated the marketing conditions for the maize grain. These farmers got new



A typical ware house.

KRC in 2010, strongly embarked on the campaign to promote the use of warehouses in order to improve quality, storage and financing challenges for maize grain farmers in the region.

information that they would later use to engage with the market.

In addition, Marketing Associations like, Iruhura—a partner to KRC in Kabarole started negotiations with World Food Program for the supply of Maize grain. This development was facilitated by the interactions between the marketing association and the global food relief body during the grain exhibition in Kasese organised by the East African Grain Council. WFP official's enumerated to the association, the quality and conditions of maize grain they so required. Iruhura quickly adjusted to these conditions and started to negotiate for the supply.

The marketing associations attained a steady momentum to grow their agricultural enterprises and increased the quantities

and quality of their produce. The other Marketing Associations that received direct mentoring from KRC during this reporting period also realized significant changes. For example Mahango Marketing Association received advance payment to supply coffee to a local coffee exporter, Bakwanye Trading Company- the farmers were able to sell their coffee at a higher price, that is, UGX 5500-8800 per kilogram compared to individuals who sold their coffee between UGX4800-8200 per kilogram. Kichwamba Marketing Association sold their honey at a higher price (from UGX 3000 per kilogram to UGX 5000 per kilogram) to Kabarole Bee keepers Association. Nkoma Meat Goat Producers Marketing Association made their first collective sale and at a higher price from UGX 35,000-45,000 per goat to UGX 50,000 per goat.

Poverty reduction & welfare improvement

In 2010, the very poor project under the Farmer Enterprise Development Unit continued to register incredible results. For example 20 out of 40 very poor households in Bundibugyo that were supported 2009 and with continued mentoring supported in 2010 had improved their shelter from grass thatched to iron roofed semi-permanent houses. While as 8 out of 40 had started to construct their own semi-permanent structures while 6/40 had bought their own land. Overall, 80% of these households had acquired utensils, beddings, and providing for their children's scholastic needs that they were not able to do before the project. Suffice it to say, these individuals had improved their social status and started their own savings and credit schemes to provide credit that they need to improve their livelihoods.

These positive changes registered among the very poor households in the region are a positive indicator that once well managed; poverty reduction programs will no doubt lower poverty levels in rural Africa. Interestingly, in this reporting period Uganda Bureau of Statistics reported a further decline in poverty levels in Uganda from 31% in 2009 to 23% in 2010. This announcement also means that Uganda had by far met the MDG target of halving extreme poverty to 28% by 2015. This however is largely not true for the rural areas like the Rwenzori region, where poverty levels are estimated by the same organization to be at over 30%³. The likely introduction of the social protection program in the Rwenzori region⁴ in 2011 by the Ugandan government is very much cognizant of this fact, and will go a long way to complement the very poor project at KRC. Informed by the experiences of the very poor⁵ project, KRC intends to work very closely with the government of Uganda to effectively implement the social protection program in the region.

³ Currently estimated at over 500,000 people in the region

⁴ Government in 2011 intends to pilot the social protection program in the districts of Kyenjojo and Kyegegwa of the Rwenzori region.

⁵ The very poor people are people living below the standard poverty line of less than a dollar a day, but also many of them don't have shelter and sometimes land to locate their own shelter. They are dependent on other people to survive. They also have many non school going children to look after. The children are underfed, lack treatment and are stunted.



More than 80% of the very poor households supported under the very project have constructed semi-permanent houses, thereby leaving the grass thatched houses that were deplorable before they were given support.



Many beneficiaries of the very poor project are able to smile and are happy by the so much positive progress they have made over the years and continuing to grow.



A large majority of the very poor households in Bundibugyo looked like this before they were supported.

In the whole of the Rwenzori region, there are over 500,000 people living in such squalid conditions.



Expanding opportunities and capacities for rural small holder farmers to access credit

In 2010 the operating environment for the microfinance subsector increasingly came under pressure from the government, demanding for more professionalism and for SACCOS to have more qualified staff. In 2009, KRC worked with the Mountains of the Moon University in Fort-Portal to start a 3 months short course for microfinance practitioners in the region. By the close of 2010, 7 officers from the KRC microfinance associations, including CPFs had completed the course. The impact of this course on the MFA officers, comes out in the form of improved analytical and report writing skills.

Through our coaching and mentoring in microcredit, a number of smallholder farmers through Marketing associations expanded their horizons and sought credit such as from the microfinance support centre. It was likely, that these groups stood the opportunity to benefit from the UGX 60 billion subsidy that was announced by government by the close of 2010, more over at a slightly lower inter-

est rate of 0.9% per month. The program mentoring support in the area of microfinance, saw 50% of Marketing Associations initiating their own micro credit schemes, while others strategically joined FORMA.

In this reporting period, we also noted the growth in capacity of some of the microfinance and Marketing Associations. This growth has meant that these structures have to source for the credit that they need from other lending institutions like the microfinance support centre. However, they were bound by the stringent credit acquisition conditions that they are currently not used to. For example, Iruhura United Marketing Association couldn't access a loan of UGX 50 million from Microfinance support centre, because they had no land title which is a major requirement to acquire such a big loan.

Contributing to civic competence through citizen demand for accountability

The World Bank representative to Uganda, Kundhavi Kadiresan in 2010 was quoted as saying, "Corruption and poor service delivery continued to stand in the way of poverty reduction efforts and remained a big blow to human development".

Contributing to civic competence through citizen demand for a better micro-economic agenda

Following an intensive civic education programme that KRC conducted in the region throughout the year, there was accelerated demand for an election agenda that focused on the improvement of micro-economic rights. There was a very clear message among the citizens to the leaders of the need for an improved health care system, better roads and good schools. These issues and others were included in the Citizen Manifesto and leaders committed themselves, in writing, to fulfill the people's election agenda, once in office.

Interestingly, Leaders who were considered to have neglected this agenda during the 2006/10 political term were dropped from office during the ruling NRM Party primaries—as the citizens construed them to have not performed to their expectations. For example, only one Local Council V Chairperson (James Byamukama, Kyenjojo district) was re-elected. The rest were dropped by the citizens who accused them

of inefficiency and not promoting accountability in leadership. One particular case was an incumbent district chairperson who could not explain to the voters how he had managed to build two houses, one for himself and another for his concubine in just one term of his office, yet he was also known to be a lavish spender. This equally happened for the Women parliamentarians, 4 out of 5 of whom were dropped as flag bearers by their party members. No doubt that the results of the political party primary elections and the forth coming general election in 2011 send a strong message to the leaders that the electorate can no longer be taken for granted.

Through the PRMT activities, we took note of the crystallization of ownership by the citizens of their own resources and they increasingly demanded for quality service delivery in the education and health sectors. For example, there was also a reported increase in the citizens' vigilance in Bubukwanga, Kyegegwa, and Nyantungo and Bubandi sub counties for micro-economic centre political party election agenda. More so, the citizens in these sub counties actively participated in the regular monitoring of the 25% of local revenue, stressing that the funds be put to proper use by their local leaders.



The 2011 electioneering process witnessed competitiveness in some of the political positions in the region as can be seen in this picture with different candidates. This competitiveness had a clear message on accountability by the elected leaders, a key message in the KRC civic education messages in 2010.

Citizens' activeness and participation in their own political processes preceding the 2011 general elections

From the onset, NRM Political Party Primary elections were marred by many election irregularities and complaints, thereby further casting doubt on the manner in which the 2011 general elections will be conducted.

However, the civic education activities provided the vital spaces for various political parties and citizens from the 10 Sub Counties; Bukuuku, Kisomoro, Kibiito, Mahoro, Nkoma, Bubukwanga, Bubandi, Bugoye, Nyantungo and Kyegegwa, Town Councils and Municipalities to actively pursue their political and associational rights and engaged in their own political processes.



KRC Photo: One of the women leaders participating in a civic education activity organised by KRC in 2010.

Growth in capacity of community structures like Health Management and School Management Committees

Some of these structures participated in the planning, appropriation and monitoring of public resources. For example, the health management committee of Rwamwanja Health Centre IV in Kamwenge district worked with the technocrats at the health centre, lobbied and secured 181 Million UGX from the ministry of health to rehabilitate the centre. This was expected to improve services to the communities in Rwamwanja. Also important to note in this reporting period, 7% of the structures linked to the delivery of social services had reported to the communities about their monitoring activities and subsequently in some areas there was improvement in the performance of health and education facilities. A notable example was in Nyantungo and Kyakatwire in Kyenjojo district, where as a result of regular monitoring by the SMCs, there was improved academic performance in the primary school PLE results for 2010.

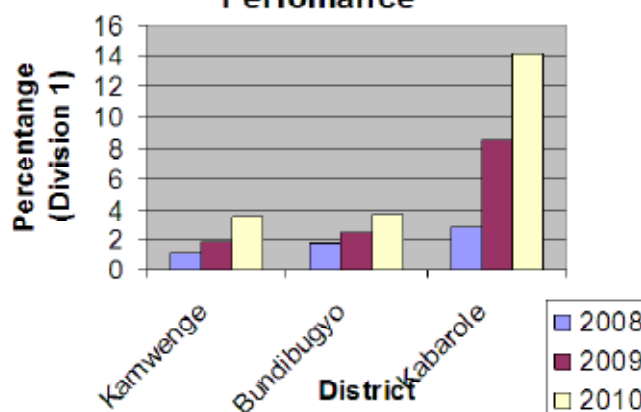


In 2010, KRC continued to advocate for improved service delivery in the health sector and this it did with the PRMT Tools. The results of this were that because of the constant trainings, the Health management committees increased their vigilance and capacity in the monitoring of health care facilities.



Incomplete structures of government projects continued to be a common sight. KRC activities in 2010 continued to rally communities to demand for accountability for such incomplete structures constructed with the tax payer's money, more so this was emphasised to improve the performance of micro-economic sectors.

Comparative Analysis of PLE Performance



This chart shows a comparative analysis of academic performance in primary leaving examinations in 3 districts from the Rwenzori region. Over all it shows a stable and sustained performance in PLE exams for 3rd year, particularly with the number of pupils passing in division increasing each year in the three sampled districts. This performance is largely attributed to the increased involvement of the community and leaders in their children's learning, just as was witnessed in 2010.

Research and Advocacy

Under the auspices of the Rwenzori Think Tank, KRC in 2010 worked very closely with the Mountains of the Moon University to commission and conducted 4 research studies on; climate change, soil fertility, maize value chain and adherence to health messages. For the very first time, through joint effort, sector stakeholder meetings birthed and prioritized these research areas that were largely owned by stakeholders from across the region. It is through these stakeholder meetings that, the findings of these researches were widely disseminated, and action plans developed for further follow up.

The above mentioned studies unveiled a new strand of knowledge and a new advocacy agenda. The concern of the low adaptation among small holder farmers, despite a lot of knowledge in put by various actors in the region increasingly generated

debate. This and other concerns like, the need to spread the warehouse receipt system to help grain farmers improve the quality of their produce and selling at a better price were on top of the advocacy agenda throughout 2010 and is expected to continue all the way through 2011.

The institution shared findings from the 2009 education research at a dialogue meeting of over 200 community members and local leaders organized by Isaazi ly'Abantu bakuru ba Tooro (Tooro Elders Forum) in Fort-Portal. The elders resolved to support the findings of the study so as to uplift the standards of education in the region

In addition, the Maize and climate change researches were disseminated by the Regional Think Tank Technical Team to local governments and other practitioners through radio talk

shows, to the wider community. These communication activities did not only present facts to the different stakeholders, but also shared a wealth of information and reflection by the community on key advocacy concerns emerging from the researches.

These studies conducted under the regional Think Tank initiative; fall in the line of other previous studies like the health and education studies that were conducted by KRC between 2008/09. The advocacy issues from these researches like the high dropout rates in the Universal Primary Education school program, and the improvement of health care services at the community level directly informed the KRC advocacy at grassroots level. As a result, there was a recorded improvement in performance of pupils in many parts of the region –according to the 2010 UPE results



Expanding information sharing platforms

In this reporting period, we explored some of the simple IT tools to accelerate communication among farmers and other citizens in region. The use of megaphones in Bundibugyo expanded information sharing platforms for 3 sub counties in the district, and in Busaru Sub County, the initiative was used to mobilize children to report early at school. *"The attendance of pupils increased –and more children became punctual"*, said the head mistress of Busaru nursery school.

However this happened at the time when modern technology was taking root in Uganda as was the case of mobile internet modems, the use of telephones and the digital convergence of TV and the radio. Yet the cost of these IT tools continued to affect their use in the rural areas with the exception of the mobile phone. This largely left out communities in the use of these tools, but through self innovation and improvising, some information came through a wide media including dialogue meetings, the use of megaphones

to mention but a few.

KRC continued the mentoring and coaching of information centers, and in this period, we saw Mahyoro and Busongora information Centers, grow in capacity and increasingly contributed to the information needs of their members. These and other information centres throughout the region, actively participated in the voter education campaign preceding the 2011 general elections.



The phones are today increasingly available to rural communities and many farmers are in possession of mobile phones- and KRC in 2010 increasingly tapped into this opportunity. KRC also used the phone to monitor the voter updating and registration process throughout the region.



KRC facilitated many community dialogues and review meetings in which planning and budget information were widely shared with the community members.



Information centres, spread across the region, contributed to voter education preceding the 2011 general elections by sharing and spreading information on the elections.



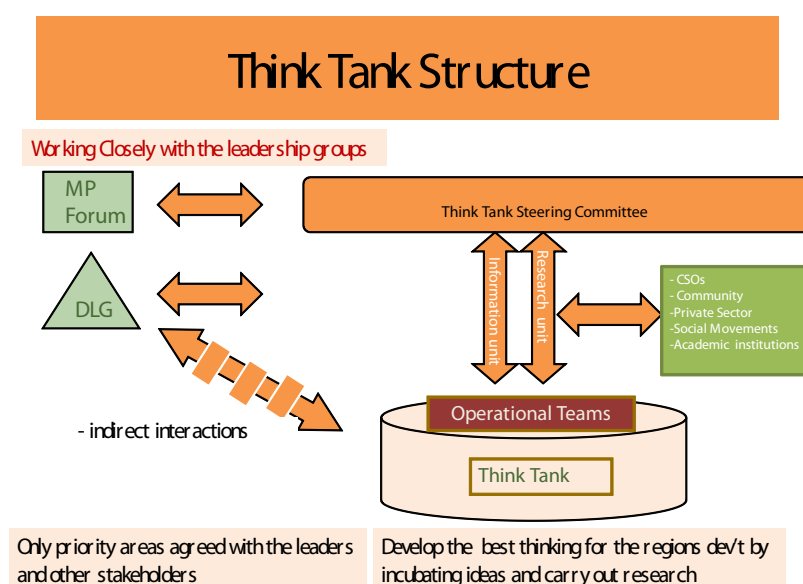
KRC in 2010 supported information centres in Bundibugyo to publically broadcast some of the information to a wider community.

PART 4: Towards Regional Collaborative Action

The Rwenzori Think Tank

The Rwenzori regional Think tank is an initiative by the regional leaders that during a regional annual leaders' retreat held at Kasunga in 2008, realized the need for a body that could think through and provide alternatives to the development challenges in the region. The purpose of this think tank is to undertake research, policy analysis and provide a platform for reflective action. In 2010, KRC closely with this Think Tank and implemented 4 researches, that were prioritized by the regional leaders. Indeed this collaboration enhanced mutual relationships and contributions of the three institutions, that is, KRC, Mountains of the Moon University and the local governments in the region.

The research interface ignited debate on key research findings, and raised a red flag among the collaborating partner institutions on; the low adoption capacities of small holder farmers to new farming technologies and the low adherence to preventive health messages.



Civil society Open space engagements

The open space processes that started in 2009, equally gained momentum and more strength in 2010. The 3 meetings that were held in 2010 galvanized the desire to put together a common participatory regional development framework. By the end of the year, the stakeholders had reflected on common approaches and ambitions. These included inter alia, the household approach, regionalism, and grassroots linkages. These processes will build into the regional programming processes that are expected to expedite a paradigm shift in development approaches and ideology.



Global Learning Network Program

The year 2010 witnessed yet another milestone in the global networking. KRC joined a global Knowledge building network on small-scale producers in globalised markets. KRC enters the network with it over 10 year's experience of

working with small scale producers in the region. The network which is made of up of global development practitioners, intends to provoke debate on the fate of small scale producers in a globalised market. We are optimistic that such a

network will enrich the already existing marketing processes for small producers in the East African region. Following the first network meeting held in The Hague in 2010, KRC will host the next one in the Rwenzori region in April 2011.

The CARE- KRC Peace Building Partnership



In this reporting period KRC signed a memorandum of understanding with CARE- Uganda to implement a capacity building project on Theories of change in peace building activities. KRC enrolment into this partnership was based on our experience in peace building and research in the Rwenzori region –and our vast knowledge in using theories of change in planning and monitoring of development projects.

The signing of a Memorandum of Understanding between CARE- and partners to implement the theories of change research project

PART 5: Lessons, Challenges and Opportunities

- The Think Tank research results are gaining more local government collaborative action and commitment to implement research results. These processes seem to be providing the most important ingredient to development and systematically building synergies for Public Private Partnership in the region.
- Political pressure on KRC Programs, especially after Alex Ruhunda the former director joined active politics. In spite of maintaining objectivity, KRC activities were perceived as campaigning tools for former KRC director, to the extent of intimidating the organization with an investigation by the Inspector General of Government, whose results were never revealed.
- KRC –donor financial resource envelop is declining and come 2011, two major projects⁶ under the human rights and good governance program will close and this will mean that a number of civic activities will significantly decline, and thereby constricting our civic engagement. To this end, through a holistic approach, these activities will henceforth become an integral part of the economic activities.



- The bad governance and leadership problems of most structures that KRC facilitated to form continued to affect their performance, and largely requiring us to work backwards. This was indeed a lesson and a wakeup call to devise new approaches that will be used to attain development impact.
- Many of the small holder farmers in the region still lack security to meet available financial services that they badly need to meet standards and market conditions of their produce.
- The Regional Think Tank Researches have increasingly exhibited importance and started to actively respond to core development challenges in the region through reflective research and analysis.
- The challenging donor environment and the drastic changing context brought a lot of suspicion among development actors and was likely to impinge on their collective thinking and action as a good number of them, were still concerned about their survival than the common development ambitions of the region.

⁶ Local Governance Empowerment and Securing Local Pluralistic Development financed by EU-NSA and DANIDA- Deepening Democracy Program respectively.

PART 6: Institutional Development and Administration

6.1 The KRC Commercial Farm

As part of our sustainability, KRC embarked on establishing a commercial Farm. This project is located in Kyejono district, on 80 acres of land. Unlike the usual Model Farms, the KRC commercial

Farm intends to tap into the local and regional market opportunity for food and animal products. The farm is set to become a learning centre for communities around it and - those from other districts in

the region. Initial infrastructure has been established and both animal and crop activities were started by the close of 2010.

6.2 Human resource

The year started with a new senior management and a new director, following the resignation of Alex Ruhunda who joined active politics. The new director and the new senior management team continued to steer the organization towards achieving its goals to date. The Technical team remained the same - although saddened by the loss of the personnel officer Ms. Justine Bahizi. Justine died in November -in a grisly motor accident while returning from weekend studies in Kampala.

6.2.1 Promotions/ transfers

Ms. Katusime Olive was transferred from her accounting roles in the Finance office to the Microfinance program. She was replaced by Mr. Kakande Godfrey to help with the workload in the finance office.

6.2.2 Best performance awards introduced

In 2010, a number of staff, projects and units were awarded for best performance. The staff of the month award was given to; Hyeroba Geofrey. Ms. Oliver Katusiime, and Kezabu Margret for best article writer, best chairperson of the month and best support staff respectively. Ms. Jackie Mpaka won the best program manager of the year; Mr. Muzinduki Patrick best Head of unit and the Research Unit was awarded the best unit –as the small holder farmers emerged the best project.

6.2.3 Capacity building

Four (4) members of staff, benefited from a KRC partnership with CARE-Uganda to implement a capacity building project on Theories of change in peace

building activities. The staff got hands on experience from a team of experts in theories of change in monitoring. The practical learning directly benefited the KRC deepening democracy project and the information Unit.

Three (3) more staff received specific trainings in their areas of need. That is, a new accountant (acting) received orientation training in general financial accounting and management. He was also trained in the usage of quick books and payslip design software that produces staff payslips. The trainings were conducted by BF&CC. The skills received by the new accountant helped the finance office be more efficient and responsive to the institutional and partner demands.

One staff-Sylvia Musoki, Program Officer Deepening Democracy

Program received training in democracy and leadership from Nairobi Kenya. This was an experiential training through the interface with highly experienced leadership development practitioners from over 13 countries in Africa. The results of this training were exhibited build of confidence and skills both at the individual and program level.

Another staff –Maureen Kaliisa was trained by DENIVA Kampala in information management- and this knowledge was later used in the proper management of the resource centre information materials.

Internal staff trainings were also organised where staff were trained in Participatory Monitoring and Evaluation Approaches and Basic Action Research methods. Through issue based meetings, staff were also trained and or exposed to other development issues. Specifically staff were exposed to the Uganda Land laws and the land policy and given legal knowledge and skills on how to approach land matters. As part of HIV/AIDS mainstreaming, staff were also exposed to different experienced health practitioners who have continuously deepened the message of behavior change

and given staff various skills of responding to HIV/AIDS challenges.

6.2.4 Health Insurance

All KRC staff members were underwritten on a full health insurance cover, after having made individual contributions to the scheme in 2009. This is in recognition of the contribution of all KRC staff in serving the communities in the Rwenzori region.



KRC staff at the 2010 Annual Reflection in Kasese.

PART 7: Finances and Administration

SUMMARY PROJECT ANALYSIS: BUDGET V. ACTUAL 2010

Donor	Opening bal. (A)	Actual Income (B)	A+B	Actual Expense (C)	Variance (A+B-C)
Hivos Program	203,387,109	910,800,000	1,114,187,109	717,294,174	396,892,935
Hivos MFA		69,000,000	69,000,000	69,056,065	(56,065)
McKnight Foundation	(23,862)	111,450,265	111,426,403	111,165,675	260,728
Rabobank		129,900,000	129,900,000	129,900,000	-
	8,345,795	211,668,644	220,014,439	210,085,348	9,929,091
GAA	4,448,160	148,555,550	153,003,710	129,115,465	23,888,245
DNSP	(10,000)	11,089,700	11,079,700	11,100,000	(20,300)
EU NSA	2,117,697	299,937,096	302,054,793	296,870,855	5,183,938
Income from Rent, Research and Consultancy	84,972,061	179,290,276	264,262,337	1,070,000	263,192,337
DEEPENING DEMOCRACY	7,247,387	321,143,942	328,391,329	248,740,052	79,651,277
MFA SERVICE FEE	41,894,829		41,894,829		41,894,829
ORUDE	(2,947,200)		(2,947,200)	1,215,000	(4,162,200)
CONCERN WORLDWIDE	(803,532)		(803,532)		(803,532)
Transport Reserve	15,783,930	22,600,000	38,383,930		38,383,930
Hivos Think Tank		327,900,000	327,900,000	308,605,044	19,294,956
NGO Forum citizens Manifesto		22,000,000	22,000,000	21,919,100	80,900
FRENCH EMBASSY	(760,000)		(760,000)		(760,000)
	363,652,374	2,765,335,473	3,128,987,847	2,256,136,778	872,851,069

2010 Pictorial

The director, Mr. Mwanga Julius presenting DNSP award to Mr. Kakande Godfrey one of the process facilitators of the project, supported by NGO Forum, Kampala.



The Director, Mr. Julius Mwanga presents the EU-Award for best documentary to Ms. Debora Baguma during the KRC Annual Reflection Meeting. The NSA project was 2nd runners up in a national competition for best practice documentary practice.



*Jackie Mpaka-
Best Project
Manager of
the Year being
thanked by the
Director and
the Director.*



KRC Board Members



Dr Kabonesa Consolata

Board Chairperson.

She is a Senior Gender Specialist currently heading the Gender Studies at Makerere University

Mr. Vincent Ssali

Board Vice Chair

A retired librarian and politician.

Currently in self employment and a prominent farmer

Ms Gertrude Tibakanya

Board Treasurer and Senior Educationist.

She is currently the District Education Officer, Kyenjojo

Mrs Christine Mukeeri

Board Member and Senior Educationist.

She is currently Headmistress of Hapuyo S S S, Kyegegwa District

Mrs Christine Muhindo

A Senior Presidential Advisor on the Rwenzori Region. She hails from Kasese District

Mr. Mestel Mujungu

Board Member and Senior Politician and leader in Tooro Kingdom. He is also a retired Magistrate. He is currently retired to his home in Rwebisengo doing commercial cattle keeping

Maurice Barnes

Advisor and leading entrepreneur in Fort Portal.

He is a retired British politician with vast experience in development work. He currently runs the Rwenzori View Guest House

KRC Members of Staff

Mr. Julius Mwanga	Executive Director
Mr. Sharif Muhamed	Deputy Executive Director/Head of Programs
Ms Kabahuma B. Lilian	Finance Manager
Mr. Christopher Busiinge	Head of Information Unit
Mr. Patrick Muzinduki	Head of Research Unit
Ms Medius Bihunirwa	Head of Farmer Enterprise Development
Mr. Godfrey Kakande	Accountant - KRC
Ms Jackie Mpaka	Project Manager, Deepening Democracy
Ms Deborah Baguma	Project Manager, Local Governance, Empowerment
Mr. Chris Aheebwa	Project Manager Micro-Finance
Mr. John Murungi Amooti	Media and Public Relations Officer
Mr. Michael Rukuya	Program Officer
Mr. Geoffrey Hyeroba	Specialist in Research
Mr. Robert Kirya	Specialist in IT
Mr. Tom Isingoma	Specialist in Audio-Visual
Mr. Henry Kamanyire	Program Officer - Data Analyst
Ms Rose Katuutu	Program Officer - Local Governance
Ms Sylvia Musoki	Program Officer - Deepening Democracy
Mr. Eriya Byaruhanga	Program Officer - Small Holder Farmers Project
Ms Maurine Kaliisa	Volunteer - Information Unit
Ms Diana Kalyegira	Volunteer - Information Unit
Mr. Michael Nyakoojo	Volunteer - Deepening Democracy
Mr. Joshua Mugisa	Volunteer - Research Unit
Ms Vicky Christine Kahunde	Administrative Assistant
Mr. Fred Nganwa	Transport Officer
Mwirumubi Robert	
Kagaba Richard	Driver
Mr Joseph Basaija	Receptionist
Ms Margaret Kezaabu	Office Attendant
Mr. Protazio Komwiswa	Office Attendant



Kabarole Research and Resource Centre (KRC)

Plot 28 Mugurusi Road

P.o.Box 782 Fort Portal, Uganda, East Africa

Tel: +038-2274438

Email: krc@iwayafrica.com

Website: www.krc.or.ug