

# SNV Uganda

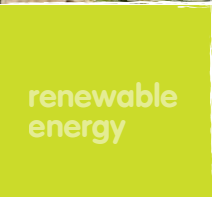
## 2011-2012



water  
sanitation &  
hygiene



agriculture



renewable  
energy

Finding solutions together

netherlands  
development  
organisation

# SNV

Connecting People's Capacities

## Our **Motto**

'Connecting People's Capacities' reflects our focus on the empowerment of people and local organisations in the fight against poverty.

# From the Country Director



It is my pleasure to present SNV's annual report for 2011 along with its plans for 2012.

This report gives an overview of our work sharing expertise on how to find and implement sustainable solutions to development challenges with our Ugandan partners. Our advisory services support international and Ugandan government policies and are tailored for specific organisations and districts. We are proud of the 2011 accomplishments and will commit ourselves to even greater results in the coming year.

In 2012, we will look to:

- Strengthen our advisory work in water, sanitation and hygiene; renewable energy; and agriculture.
- Collaborate closely with International Water and Sanitation Centre (IRC) in Triple-S (Sustainable Services at Scale) and other water, sanitation and hygiene activities.
- Strengthen our contribution to food security through developing school gardens and improving the dairy, horticulture, apiculture and oilseed value chains.
- Expand our inclusive business activities.
- Start a new programme with the International Fund for Agricultural Development (IFAD) to support the Oilseed Sub-Sector Uganda Platform (OSSUP), which complements IFAD's partnership with the Government of Uganda on the Vegetable Oil Development Project (VODP 2).
- Start new joint programmes with other partners like Agribusiness Initiative Trust, International Humanist

Institute for Cooperation with Developing Countries (HIVOS), responsAbility Social Investments and others.

- Expand the Uganda Domestic Biogas Programme and initiate programmes in solar power and/or improved cookstoves.
- Establish a vocational skills development programme in collaboration with other actors.
- Support the effectiveness of at least 65 local capacity builders (our local implementation partners across the country).
- Increase our involvement in knowledge development in collaboration with Ugandan universities and international knowledge institutes and networks like Agri-ProFocus and IRC.

I wish to extend my sincere appreciation for your collaboration in 2011 and look forward to strengthening our partnership in 2012 and the years to come. Overcoming development challenges is, in a word, challenging. We hope this report gives you some insight into interventions that can work.

Sincerely,

A handwritten signature in black ink that reads "Jeanette". The signature is written in a cursive, flowing style. Below the signature is a solid blue horizontal line.

**Jeanette de Regt**  
Country Director, SNV Uganda

# About SNV Netherlands Development Organisation

## An international development organisation

SNV was created as a foundation in the Netherlands in 1965. Today SNV works in 35 countries across Africa, Asia, Latin America and the Balkans. It has been strengthening capacities in Uganda since 1989.

## Our mission

SNV is dedicated to a society in which all people enjoy the freedom to pursue their own sustainable development. We contribute to this by strengthening the capacity of local organisations. We help to alleviate poverty by focusing on increasing people's income and employment opportunities in specific productive sectors, as well as improving their access to basic services, including renewable energy and water, sanitation and hygiene.

## The way we work

Expertise is our main asset. We believe sustainable development is about building capacities and learning from each other, which goes beyond helping people. Our role is to bring together parties that would not automatically connect otherwise. We enable them to find solutions and opportunities together, thus creating longer-term links. We work with a wide range of people in government, civil society and the private sector.

Analysis is central to our work. We support the involved people to analyse the problems that stand in the way of sustainable development and identify both the services required to solve them and new opportunities for development.

Rather than offer training as a standard product, we mentor and coach our clients. Our advice is often about organisational change or how to influence the broader environment. SNV does not give handouts or donate money. Instead, we stimulate access to long-lasting finance models.

## Our sectors

SNV Uganda works in:

- Water, sanitation and hygiene
- Renewable energy
- Agriculture: Value chain development in oilseed, horticulture, honey and dairy
- Primary education (phased out in 2011)

Good governance principles like accountability, transparency and participation are at the heart of all our work. We use the term 'Governance for empowerment' to underscore that the basis of sustainable development is gender equity and social inclusion of poor and marginalised people.

## Our people

SNV employs over 1,000 professionals worldwide. More than 70 per cent of our advisors and 95 per cent of our support staff come from the countries where we work. In Uganda we employed 55 full-time staff in 2011. We work in teams with a diverse mix of professionals with varied expertise, cultures and professional backgrounds. Our advisors combine their thematic knowledge with skills in process facilitation, organisational development

and institutional strengthening.

Ownership and long-term sustainability of development are greatly served by strengthening the rising numbers of local capacity builders. That is why SNV advisory services are increasingly delivered by the local capacity builders.

### **Our partnerships**

Partnerships are an important way to improve the effectiveness of our work. We build strong relationships with those organisations we think will be most effective in alleviating poverty and promoting good governance. Our partners are government, civil society and private businesses at the local, national and international levels.



# What SNV and its partners did in Water, Sanitation & Hygiene

In 2011 we planned to contribute to bringing 9,000 more people access to safe water. In actuality, we reached 20,000 people, of which at least 50 per cent were women.

## Water for communities

### Community Empowerment Programme

There has been significant investment in the development of water supply systems in Uganda, and there are now 23,000 boreholes across the country. But 17 per cent of these boreholes are non-functional, mostly due to poor operation and management. Community-based monitoring systems are the best way to ensure proper operation and management, but water user committees that could perform these functions are not active in many places.

To address the problems with rural water supply, SNV, along with UNICEF and five district local governments, launched a three-year Community Empowerment Programme (CEP) in 2011. A key component of the CEP will be to establish and strengthen 300 water user committees in five districts. Additionally, a project called Yahura Yehozo (which means 'Save and Borrow') has already been piloted and scaled up in Kamwenge District and will be introduced in another five districts. The aim is to strengthen the collection and utilisation of funds for repairs, to empower water user committees to properly operate and maintain water facilities and to promote a culture of saving and investment among water user groups.

Management problems are at the root of most technical problems related to water supply. With proper management, problems are identified and addressed in a timely and consistent manner. Without good management, technical problems go unaddressed and often cause further breakdowns. And even when competent stakeholders are involved, they may not know their roles and responsibilities.

This was the situation in Bundibugyo District. There were technical failures all along the water chain, from the tapstands to the main reservoir tank. Sub-county authorities were not even aware it was their responsibility to integrate water, sanitation and hygiene (WASH) into their plans and budgets.

SNV worked with Rwenzori African Development Foundation (RADF) to build the capacity of management structures in three sub-counties in Bundibugyo. Multi-stakeholder platforms were held to develop an action plan and to determine the roles and responsibilities of the stakeholders involved.

SNV and RADF's intervention is already yielding positive results. The district now has a knowledgeable and functioning water board, which includes women in its leadership. For the first time, sub-county governments have prioritised water issues and included them in budgets. And communities are taking ownership of the new water scheme—for instance, most have fenced their tapstands in accordance with Ministry of Water

and Environment (MWE) guidelines. This intervention demonstrates that proper management, informed stakeholders and an engaged community can overcome technical obstacles to safe water supply.

Another component of CEP is the work with handpump mechanics (HPMs). Even the best water management systems ultimately rely upon skilled mechanics to address malfunctions at water supply points. In Kasese District, however, there was a problem: there were many HPMs, but most of them were operating as individuals and did not trust each other. Sometimes there were reasons for this mistrust— HPMs would occasionally raid boreholes for spare parts, thus rendering them non-functional—but operating as individuals meant mechanics had limited access to tools and finance and were not sharing skills with each other.

The lack of cooperation was also a problem for the district local government. The district wanted to contract with the HPMs to repair non-functional water sources, but procurement policies prohibited awarding contracts to individuals. Without contracted mechanics in place, many water points remained broken.

After consultative meetings, the Kasese Handpump Mechanics Association (KAHAMA) was formed. SNV and partners held capacity building workshops to train association members in business management, customer service and contract procurement. In addition, KAHAMA formed a disciplinary committee to check vandalism of spare parts by HPMs. KAHAMA is now



"The Sub-county Water and Sanitation Coordination Committee (SWSCC) has really helped us. The composition of the committee ensures equitable representation. All parishes are represented. Political leaders no longer influence allocation of water points because the parish chiefs take the lead."

- **Okao Richard, Amac Sub-county Chief**



recognised by the district government and can receive repair contracts. The approach has been so successful that the Ministry of Water and Environment plans to scale up the model across the entire country.

## Mobile Phones for Water

Mobile phones have already revolutionised so many aspects of life in sub-Saharan Africa, from the way people make everyday transactions to the delivery of public services. Thanks to SNV's partnership with Makerere University, Triple-S (Sustainable Services at Scale) and the African Technology Transparency Initiative from HIVOS, mobile technology is being used to improve access to safe water in rural Uganda.

The programme is called Mobile Phones for Water (M4W). It allows community members to report any problems with the water sources they use and hold local government accountable for addressing those problems. The M4W system uses open-source software and text messages from community members to identify and track all non-functional water sources in a district. Repairs can be assigned to the nearest mechanic via SMS, and district officials can monitor the progress of repairs and respond to unattended problems. Once a malfunction is resolved, users receive an SMS that their water point is safe for use again.

In the five districts where SNV is already working, M4W will improve water access for 1.5 million people. Moreover, the programme, which began in August, is already getting positive reviews from the Ministry of Water and Environment; Water Aid joined the partnership to scale up M4W to two more districts, increasing its impact even further.

## Triple-S: Water services that last

There has been a great deal of investment and activity in the water, sanitation and hygiene sector by a range of actors, including NGOs and almost every level of government. The attention being paid to the lack of safe water and proper sanitation in many communities is welcome—but it also comes with some problems. The various actors often are not acting in coordination or sharing information, which can mean duplicating services and spreading precious resources thin. The lack of information sharing makes it particularly difficult to fix non-functioning water sources.

There have been attempts to coordinate these activities at the national level, but they do not always translate to the local level. SNV, IRC and the Network for Water and Sanitation (NETWAS) Uganda decided to focus on building the capacity of stakeholders at the sub-county level to coordinate water and sanitation activities.

This approach was piloted in Logiri sub-county in Arua District in partnership with the local group, Youth Development Organisation (YODEO). SNV helped to establish the Logiri Sub-county Water and Sanitation Coordination Committee (SWSCC), which holds regular meetings to address key WASH-related issues in the sub-county.

The SWSCC has been able to gather household sanitation information from all 86 parishes in the sub-county and is now able to know when any water source in Logiri is not functioning and requires repairs. Previously, if a water source needed repairs, it was hard to know who to notify and how to get the information to the right place.

This local, sub-county approach to WASH coordination is

gaining attention; Triple-S supported a visit to Logiri by a group of stakeholders from Lira District to observe and try to replicate the SWSCC's successes. Crucially, the Logiri SWSCC continued meeting and functioning even after SNV and NETWAS phased out—a testament to its sustainability.

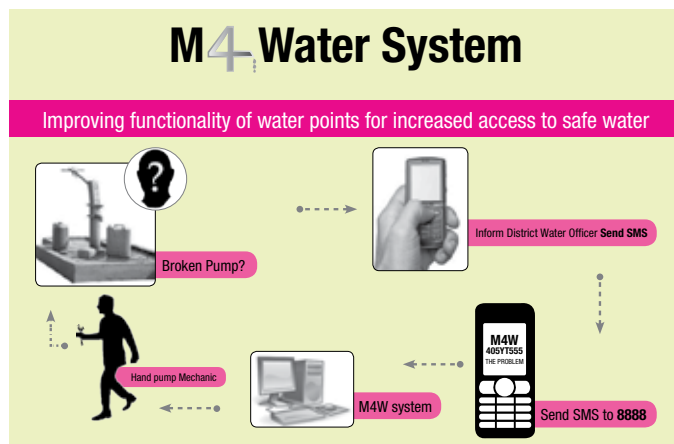
## Community sanitation and hygiene

### LeaPPS

Sanitation and hygiene remain major challenges in Uganda, but not for lack of attention. There are three different ministries that oversee sanitation, as well as countless local and national NGOs, WASH promoters and service providers. But getting them to work together is not easy. As a result, good ideas—and the resources and capacities to make those ideas happen—do not always connect.

SNV, along with IRC Netherlands and Centre for Government and Development (CEGED), instituted an approach for developing a learning alliance called LeaPPS (Learning for Policy and Practice in Water, Sanitation and Hygiene). LeaPPS brings together stakeholders from the parish to district levels and facilitates cooperation and creative problem-solving. Using an action research method, members of the learning alliance choose several of the innovative ideas to develop as pilot projects.

The districts that have used the LeaPPS approach have implemented all sorts of innovative solutions, from a sanitation week event in Koboko District to a community mapping exercise in Arua District that used shame by



"LeaPPS reminded me of my roles as a health assistant and has given me space to share my work and experience with the other stakeholders who come for these sessions. The learning alliances have also improved my working relationship with Midigo Primary School staff."  
**- Vukojo Pius, health assistant from Yumbe**





identifying spots used for open defecation and the people responsible.

Across the four districts where LeaPPS has been used, the newfound cooperation and innovations have improved access to safe water, sanitation and hygiene for 1,032 households and 1,800 pupils.

## CEP

Latrine coverage has noticeably increased in a number of districts across Uganda. Unfortunately, however, this increase has not been accompanied by improved hygiene practices—very few families even have hand washing facilities next to latrines. As a result, there are still outbreaks of diseases such as cholera, despite the increase in latrine coverage.

As part of the Community Empowerment Programme, SNV trains and empowers Village Health Teams (VHTs) and extension workers to sensitise and educate community members on proper sanitation and hygiene, as well as to introduce the community-led total sanitation (CLTS) approach. We expect that by 2014 an additional 36,400 households will have access to safe sanitation facilities and be practicing improved hygienic behaviours, such as hand washing after toilet use.

## WASH in schools

### CEP

Uganda has made considerable progress in primary school enrolment in recent years, reducing the gender gap and

moving toward equitable access to education. But once students get to school, they do not always have access to safe water and proper sanitation. In addition to the health hazards, inadequate sanitation also impacts student enrolment and retention: the lack of separate latrines and sanitary facilities is a major reason why so many girls drop out of school.

Many schools, especially those in rural areas, also lack access to enough safe water for students. 18 per cent of primary schools have rainwater harvesting tanks, but they often are not able to use them. Anecdotal evidence suggests that repairs as minor as fixing taps or replacing gutters would make most systems functional again, but a lack of community involvement and ownership means they languish unused.

CEP focuses on empowering the school management committees (SMCs) and involving parents, children and teachers to develop and implement school sanitation infrastructure development plans. These plans promote sanitary facilities for girls and children with special needs, emphasise the use of eco-friendly sanitation technology for rainwater harvesting and develop child-led school health clubs. By involving the whole community, the CEP will increase access to sanitary facilities and improve the hygiene behaviour of over 120,000 primary school pupils.

# What SNV and its partners did in Renewable Energy

Over 90 per cent of Ugandans depend on firewood for cooking, which increases deforestation and puts immense strain on the environment.

The Uganda Domestic Biogas Programme (UDBP) promotes the use of animal waste to generate biogas energy. Biogas provides clean, high quality energy for cooking and lighting. The waste products from a biogas plant also produce good organic fertiliser that can be used to improve household agricultural production. UDBP also creates employment for men and women who work as masons and biogas stove fabricators.

In Uganda, the biogas programme is implemented by Heifer International in partnership with HIVOS and SNV and funded by the Dutch Ministry of Foreign Affairs. It is part of the six-country African Biogas Partnership Programme.

## Biogas digesters for households

In 2011 1,200 households got biogas energy. Since the programme's inception in late 2009, a total of 1,800 new households have built biogas digesters.

The initial investment required to install a biogas digester is high, with households needing to contribute between 930,000 and 2,080,000 UGX (€290-660). But that investment in biogas will pay for itself. One example is the Muwonge family in Mukono district. After they started using biogas, they realised weekly savings of 10,500 UGX (€3.30)—



money they previously had to spend on charcoal, firewood and kerosene. Mrs Muwonge was also able to use the new stove for a banana juice business, which earned her an extra 20,000 to 30,000 UGX (€6.30-9.50) each day. Because of the obvious economic benefits of biogas to households, we are working together with our partners to find practical solutions to reduce the barrier posed by the high initial cost.

### Development of biogas sector

UDBP supports the development of the biogas sector in Uganda. The programme works in close cooperation with relevant stakeholders, including government, non-government actors and the private sector at all levels. We facilitate coordination of implementing partners, sharing of experiences and peer learning. In 2011 the programme started working with new partners who are able to implement a number of programme functions in areas where UDBP has no presence.

The programme facilitates individual masons to formalise biogas construction enterprises. These enterprises have formed the Uganda Biogas Association, whose main mandate is to provide a platform for sharing knowledge, standardising the practice, mentoring new biogas construction enterprises and maintaining quality. UDBP emphasises a private sector approach to achieving sustainable commercial mass adoption of biogas technologies. Through the UDBP, we contributed to an increase of biogas use from 43 to 1,200 households, which impacted 3,060 women and 2,940 men.



“Thanks to SNV, I have a biogas installation at my home in Rakai. This is a very good initiative, which we should upscale in 2012.”

**- Hon. Maria Mutagamba, Minister of Water and Environment**

### Other sources of renewable energy

SNV is further exploring ways to work in renewable energy beyond biogas. It hopes to promote commercially sustainable distribution chains for renewable energy products as well as services for households (cooking and lighting) and small and medium enterprises.

In 2011 we conducted a study on the options for SNV to contribute to the improved cooking stoves sub-sector. The study results were validated in a stakeholder meeting, at which participants shared options for how SNV could add value.

# What SNV and its partners did in Agriculture

SNV and its partners focused on several services in the agriculture sector in 2011:

- **Strengthening producer groups:** Enabling farms and local businesses to work together stimulates collective marketing and increases their influence and bargaining power for better prices and policies.
- **Conducting multi-stakeholder platforms:** Bringing producers, processors and traders together helps identify constraints and opportunities in value chains and on common policy issues.
- **Increasing market intelligence:** Better access to market information means fairer prices for farmers and a better match between supply and demand.
- **Strengthening value chain service providers:** Enabling providers (local business and training centres, market brokering units and NGOs) to support producers leads to more efficient services.
- **Encouraging effective public policy management:** Tackling institutional and governance issues on trade, price setting, finance, innovation services and food and land security policies creates a favourable environment for small producers and local businesses.
- **Improving value chain financing:** Access to tailored financial products opens up new opportunities for producers and local enterprises to increase the quality and volume of their products.

- **Growing the use of the Agri-ProFocus online platform:** Using Agri-ProFocus as a hub for information and knowledge exchange between individuals and organisations created innovative partnerships. For example, the financial services group developed a manual on financial literacy for farmers. In addition, a regional event in Rwenzori that combined exhibitions, dialogues, presentations and interactive activities was attended by 350 participants, including farmer organisations, commercial banks, microfinance institutions and government institutions.

## Apiculture

As the cost of sugar rose in Uganda, honey became a more viable, not to mention healthier, alternative. Ugandan beekeepers stood to benefit from this rising demand, but there were significant gaps that needed to be addressed. Namely, many beekeepers lacked access to new equipment, finances to acquire that equipment, and knowledge of best practices for increasing honey production.

SNV supported pilots of several interventions that dramatically increased farmers' production and income. In West Nile, SNV partnered with Kilimo Trust, Centenary Rural Development Bank and Bee Natural Uganda (BNU) to increase beekeepers' access to finance. The 500 farmers involved were able to acquire modern beekeeping equipment to improve their production.

Meanwhile, in Kamwenge, SNV and Bees for Development

piloted a farmer-led extension services model that allowed farmers to learn best practices and new techniques. This resulted in improved use of hives and harvesting gear by beekeepers. The new techniques helped farmers improve the colonisation rates (the number of bees entering and staying in hives). The model was so successful that the Kamwenge Beekeepers Cooperative and Savings Society's honey production increased more than fourfold, from 700 kg in 2010 to 3,000 kg in 2011. This model is now being scaled up to support other beekeepers in the Rwenzori region.

Through the National Apiculture Multi-stakeholder Platform, actors have agreed on a strategic focus for the sector in 2012. The plan includes scaling up many of the activities that were successful in 2011, including the model used in West Nile to increase access to finance. Additionally, SNV will work with partners to improve the quality of extension services by standardising the training curriculum. Finally, SNV will lobby the government to accelerate discussion on its national apiculture policy.

## Dairy

The dairy value chain remains of vital importance to economic growth and poverty reduction in Uganda. But unlike in previous years when dairy production mostly benefited western Uganda, milk self-sufficiency is on the rise in eastern Uganda, and little if any raw milk still makes the long haul from the western to eastern edges of the country.



In Soroti District, SNV partnered with Soroti Dairy Limited (SDL) to increase access to markets for dairy farmers in remote areas. SDL held consultations with dairy farmers in Aarapoo parish and the result was the Small Dairy Farmers Milk Marketing Model. The central feature of this model was the organisation of small-scale dairy farmers into dairy producer groups. In addition to gaining skills that could increase the amount of milk they are able to produce and improve the quality and safety of their perishable product, the farmers mobilised to work together as a producer group.

The basic idea behind the producer groups was simple: by bargaining collectively, the individual farmers would have more leverage in setting the price for their milk. And by bringing their small quantities of milk to one central collection centre, they were selling a large enough quantity of milk to be able to deal directly with SDL, rather than having to sell to middlemen. The next phase of SNV support will focus on quality and hygiene maintenance of the milk being collected. SDL will soon

be installing a cooler at the collection centre to help farmers prolong the milk's lifespan and improve hygiene in the milk-handling process.

The beauty of this approach is its sustainability. Once a producer group has been formed and trained, the members themselves quickly take the lead and ensure the group's continuation.

## Horticulture

Pineapple farming remains one of the highest value enterprises within the horticulture value chain. In 2011, SNV worked with pineapple growing groups to improve their production and link them to vibrant and sustainable markets. Our overall focus in 2011 remained on improving competitiveness of all involved in the value chain with a focus on inclusion of women and smallholders.

To increase market access for farmers in the Rwenzori region, SNV facilitated several fora where stakeholders could explore their different options for accessing markets and debate the merits of each. The participants decided to focus on improving their presence in the local markets and improve their value addition techniques.

Pineapple wilt used to be a major obstacle for farmers in Uganda. But since 2009, research has been conducted on the potential causes of pineapple wilt in the Rwenzori region. In 2011, SNV and its partners addressed this problem in Kyenjojo by training community-based



"When the wilt infested my garden, I reached a point of giving up on pineapple production. Through NAADS/ SNV interventions, I was advised to use [locally available herbicide] and I changed my way of working. The fruits improved and became much healthier. Recently I sold 10,000 suckers at 3 million and I managed to purchase a motorcycle."

- **Diaz Bamuhinga, pineapple farmer in Kyenjojo**



coaches and NAADS extension staff. Farmers have testified that they have expanded their gardens by acreage because of the higher payments they get for pineapples and their newfound ability to control pineapple wilt.

The main obstacle to pineapple production is no longer wilt but rather lack of planting material. To address this, SNV, FAO and the Private Sector Development and Consultancy Centre (PRICON) assisted in establishing demonstration gardens where farmers can learn best practices for multiplying suckers—or planting material—and disseminate those techniques.

In addition to our continuing focus on production and market access, 2012 will see a stronger focus on value addition activities to allow farmers to increase and stabilise their incomes.

## Oilseed

The oilseed sub-sector has witnessed incredible growth in recent years. Two of the leading processors, Mukwano Industries and Mt. Meru Millers, installed new equipment to increase their production capacity, leading to the amount of land dedicated to oilseed production increasing.

SNV's work in the oilseed value chain in 2011 focused on strengthening producer organisations in order to improve their access to markets. Working with Mukwano Industries, SNV enhanced the inclusion of smallholder farmers into Mukwano's supply scheme. This partnership

has developed the capacity of Mukwano agricultural extension personnel to provide services to smallholder farmers. It has also organised farmers in the Mukwano out-grower scheme into functional producer organisations.

As of 2011, 1,861 producer organisations have been formed, representing 54,000 farmers, 37 per cent of whom are women. As a result of producer organisation strengthening, members were able to demand and effectively access improved production technologies.

SNV has not just focused on push effects, such as strengthening farmer groups. In 2011, we implemented strategies utilising pull effects by working with lead companies such as Mukwano and Mt. Meru as well as intermediary social enterprises such as the Agency for Accelerated Regional Development (AFARD), to encourage a more inclusive supply chain.

We also brokered relationships with banks, input suppliers, farmer groups, buyers and processors of oilseed to increase producers' access to finance and technology. As a result, banks created new financial products specifically for small farmers.

Similarly, SNV facilitated local and national multi-stakeholder dialogues with actors all along the value chain to improve collaboration and coordination. The increased interaction between actors in the value chain had a number of positive effects:

- Several input suppliers collaborated to make better

sunflower, soya and sesame seed varieties available to farmers.

- A network of rural market information systems was developed to empower farmers, with the better price arrangements benefitting both farmers and traders.
- A number of actors joined to successfully advocate for more conducive government policies and financing for the sub-sector.

From 2012 on, a new five-year partnership between SNV and the International Fund for Agricultural Development (IFAD) will significantly scale up these multi-stakeholder dialogues both at national and regional levels and establish a regional hub in Gulu. Scaling up and institutionalising these dialogues will help develop gender equity and accountability and ensure farmers' participation throughout the oilseed value chain.

## School gardens

Over 70 per cent of Ugandans make a living from agriculture. But farming is time-intensive and often parents who are involved in agriculture do not invest enough time and energy in their children's education. Along with other factors, this contributes to 60 per cent of school children not eating a midday meal. Academic performance has been shown to be strongly linked to pupils' nutrition, so the lack of a midday meal means students are not only going hungry, but also are less likely to perform well at school.

"AFARD gave us the opportunity to sell our soya. Many other buyers have cheated us farmers, so in the beginning we were afraid. But AFARD gave us clear information, they provided good seeds, we work together as partners, they kept their promise and paid a good price, so now we trust them."

- **Local soya farmer**



The lack of parental involvement is one manifestation of the gap between schools and communities. As part of the Community Empowerment Programme supported by SNV, the Embassy of the Kingdom of the Netherlands, UNICEF and district local governments, school gardens will be used as a way of bridging that gap. These gardens are used as demonstration centres of good agricultural practices for

pupils, parents and the surrounding communities.

Using schools as an instrument for increasing agricultural skills and knowledge in the community also provides a way of re-engaging parents in their children's education. These gardens will increase parents' interactions with the school on their children's progress in learning, nutrition, sanitation and hygiene. This increased involvement can also help to raise awareness of school management, violence against children and other important community issues. Therefore, the gardens are not just transforming

the land surrounding the school, but are also transforming schools into centres of social change for their communities.

Within three years, we plan to reach 750 schools with parent-led school gardens used as centres to promote good agriculture practices in the community. An estimated 300,000 school children and 100,000 households living in the communities around the schools in the eight districts will benefit.

## Contribution to impact in agriculture for 2011

		<b>Apiculture</b>	<b>Dairy</b>	<b>Horticulture</b>	<b>Oilseed</b>
<b># of people with increased production</b>		<b>4,700 People</b>	<b>1,500 People</b>	<b>39,000 People</b>	<b>75,000 People</b>
	Men	3,000	950	24,500	48,000
	Women	1,700	550	14,500	27,000
<b># of people with increased income</b>		<b>4,700 People</b>	<b>1,500 People</b>	<b>39,000 People</b>	<b>75,000 People</b>
	Men	3,000	950	24,500	48,000
	Women	1,700	550	14,500	27,000
<b># of people employed</b>		<b>1,900 People</b>	<b>1,500 People</b>	<b>39,000 People</b>	<b>75,000 People</b>
	Men	1,200	1,200	26,000	46,000
	Women	700	300	13,000	29,000

# What SNV and its partners did in Education

In line with recent changes in Netherlands development policy, SNV reoriented its support to the primary education sector in 2011. The many lessons learnt from SNV's experiences in the education sector since 2007 have been documented in a publication, *Stories from Our Practice*. The results were shared with the Ministry of Education and major stakeholders in a closure event in August 2011. SNV will continue to support primary education through school gardens, vocational skill development and WASH in schools.

## Quality education

Classroom lectures are an important component of education, but pupils need learning activities beyond just sitting in the classroom passively listening to their instructor. In Mpigi District, however, a majority of teachers felt lectures were the only way of reaching all their students, especially in classes with up to 100 pupils. Relying on improvised lectures, over 60 per cent of teachers weren't making lesson plans or work schemes.

The problem had long been identified, but no solutions had been found. SNV worked with district education officials to develop an inspection process that would move beyond simply identifying schools' shortcomings to creating follow-up plans that could support schools and address those issues.

Because teachers in rural areas often lack access to new learnings on effective teaching methodologies, one step was to bring teachers together for Friday learning

sessions where they could learn tips on proper lesson planning and brainstorm new learner-centric techniques. The results of this intervention were quite impressive. There was an almost 50 per cent increase in teachers' use of lesson plans and work schemes. Furthermore, the quality of those workplans improved because they placed more focus on psychomotor learning and affective learning. As a result, teachers have reported that students now seem more attentive in class and display higher morale and confidence. In short, the students have become excited about learning.

## Community participation

Butiiti sub-county in Kyenjojo District had plenty of problems in its primary schools. The average class size was 93 pupils, meaning that each student received very little attention; teachers and headteachers often failed to show up to work; and to make matters worse, most parents weren't getting involved, with very few ever showing up for general meetings.

SNV facilitated a multi-stakeholder platform that brought together schools, district officials and community leaders to identify and analyse the causes of their schools' problems. It was clear that the reasons for the schools' troubles were varied and no single intervention would be enough. Instead, a multi-pronged approach was necessary to engage the community to find solutions.

A whole package of initiatives was implemented that together began to turn the schools' fortunes around.

Awards were put in place to reward teachers for everything ranging from punctuality to their use of lesson plans and teaching aids; mentors were chosen from the community to give students the extra attention that their large classes would not allow; parents were organised into groups of 10 households and selected representatives to share their concerns at general meetings.

The combination of these community-led projects is increasing parents' participation, which in turn increases accountability and creates child-friendly learning environments.

## Information management

On any given day in Uganda, 20 to 30 per cent of primary school teachers do not come to school, giving the country one of the highest absenteeism rates in the world. This represents a huge cost to education budgets and discourages students from coming to class if they suspect there won't be anyone to teach them once they get there.

Attempts to combat teacher absenteeism have run into a major hurdle: a lack of timely, accurate and accessible information. SNV worked with two districts where teacher absenteeism was particularly high—Kiboga and Mbale—to develop a low-cost solution for reporting and responding to absent teachers. The system relied on a simple technology: mobile phones.

Each day, headteachers enter the attendance figures



"The tests I set for the pupils are more comprehensive now. I ensure that I capture all the three learning areas: knowledge, application and comprehension. Before I just used to set tests."

- Mpigi UMEA teacher



for their schools on Java-enabled phones that cost only \$50. That information is immediately sent to a database that analyses the data to determine which teachers are absent most often, which schools have the best and worst rates, and so on. These data are synchronised onto computers at district government offices and the database is posted and made publicly available on the internet and through newspapers and automated SMSs.

Because the reports are automatically generated, everyone has access to the information, creating transparency and accountability. Having detailed but easily accessible information allows community members, district officials and other stakeholders to focus their efforts where they are needed most. And having the information widely available reminds teachers that their attendance is being tracked and that the community is watching.



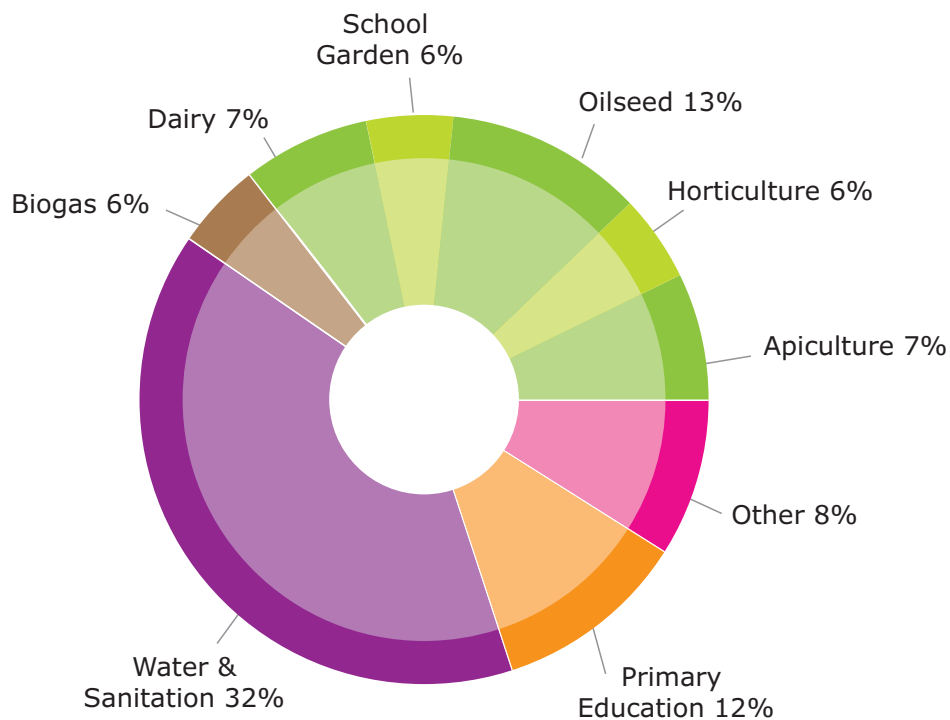


# SNV Uganda 2011 Financial report

In 2011 our operational budget was 2.5 million euros, which covered the contributions of 47 equivalent staff and 45 local capacity builders.

The main funder of SNV is the Dutch Ministry of Foreign Affairs. In 2011 we also received co-funding from UNICEF, IFAD, IRC/BMGF, KRC, Twaweza and HIVOS.

## SNV Uganda 2011 expenditure per sector



# 2011 SNV Uganda Team

## West Nile team

Gregory Acar - *Regional Coordinator/WASH Advisor*  
Rashidah Kulanyi - *WASH Advisor*  
Aldo Hope - *Agriculture Advisor*  
Anthony Agaba - *Agriculture Advisor*  
Hilda Achayo - *Agriculture Advisor*  
Joseph Akol - *Education Advisor*  
Zakariah Kasirye - *Education Advisor*  
Esther Adrare Odaru - *Finance and Administrative Officer*  
Solomon Oyo - *Finance and Administration Officer*  
Suzan Atayi - *Administrative Assistant*  
Christine Bako - *Office Attendant*  
James Amoru - *Transport Officer*  
Charles Chandiga - *Transport Officer*

## Northeast team

Joseph Semujju - *Regional Coordinator/WASH Advisor*  
Bernard Eyadu - *WASH Advisor*  
Edward Kamoga - *Agriculture Advisor*  
Peter O. Okaje - *Agriculture Advisor*  
Michael Opio - *Agriculture Advisor*  
Els Heijnen Maathuis - *Education Advisor*  
Catherine Kemigisha - *Finance and Administrative Officer*  
Deborah Nabirye - *Office Attendant*  
Samuel Ekuma - *Transport Officer*  
Andrew Opila - *Transport Officer*  
Daniel Magoma - *Transport Officer*

## Triple-S

Robert Otim - *Regional/District Learning Facilitator (Lira)*  
Eric Agaba - *Transport Officer*

## Rwenzori team

Felix Kazahura - *Regional Coordinator/Agriculture Advisor*  
Marieke van Schie - *Agriculture Advisor/APF Coordinator*  
Sylvia Namara - *Agriculture Advisor*  
Jacinta N. Nekesa - *WASH Advisor*  
Wilbrord Turimaso - *WASH Advisor*  
Godfrey Wabwire - *Education Advisor*  
Dick Bangizi - *Education Advisor*  
Lucy Musana - *Finance and Administrative Officer*  
Stella Tugume - *Administrative Assistant*  
David Kasaija - *Transport Officer*  
Stephen Kisembo - *Transport Officer*

## Triple S

Martin Watsitsi - *Regional/District Learning Facilitator (Kabarole)*  
Richard Willy Lwamaza - *Transport Officer*

## Kampala team

Jeanette de Regt - *Country Director*  
Michael Tugyetwena - *Country Controller*  
Doreen Kirungi - *Country Human Resources Manager*  
Anne M. Mutta - *Portfolio Coordinator, Basic Services*  
Apollo Muyanja - *Portfolio Coordinator, Agriculture*  
Ivan Tumuhimbise - *Agriculture and Impact Investment Advisor*  
Bernard Conilh de Beyssac - *Agriculture Advisor*  
Peace Kansiime - *Renewable Energy Advisor*  
Patience Turyareeba - *Renewable Energy Advisor*  
Chemisto S. Ali - *WASH Advisor*  
Kees de Graaf - *Education Advisor*

Henry K. Kimera - *Education Advisor*  
Flavia Serebe - *Finance and Administrative Officer*  
Samuel Musinguzi - *Finance and Administrative Officer*  
Ketrah Mukone - *Finance and Administrative Officer*  
Priscilla Nabbanja - *Management Assistant*  
Annet Kakwera - *Administrative Assistant*  
Calvin Mugerwa - *Office Attendant*  
Umaru Lubega - *Transport Officer*  
Peninah Kembabazi - *Transport Officer*

### **Triple S**

Jane Nabunnya Mulumba - *Triple-S Country Coordinator*  
Peter Magara - *National Learning Facilitator*  
Lydia Mirembe - *Communications and Advocacy Officer*  
Winnie Musoke - *Office Manager*

### **East and Southern Africa regional team based in Kampala country office**

Reuben M. Coffie - *Regional Impact Investment Coordinator*  
Richard Obuobi - *Regional Impact Investment Advisor*

# Local capacity builders contracted in 2011

## Agriculture

- Action for Community Transformation (ACT) (Arua)
- African Revival (Gulu)
- Agprocess (Kampala)
- Agricultural Productivity Enhancement Forum (APEF) (Nebbi)
- Alliance for Youth Achievement (AYA) (Fort Portal)
- Alpha Beta (Kampala)
- Apitrade Africa (Kampala)
- Bee Natural Uganda (BNU) (Arua)
- Bundibugyo Hand of Hope (BUHAHO)
- Bwera Information Centre (BIC) (Kasese)
- Caritas Arua
- Caritas Fort Portal
- Caritas Lira
- Caritas Nebbi
- Church of Uganda Teso Diocese Planning and Development Office (COU-TEDDO) (Soroti)
- Community Effort for Local Economic Development (CELED) (Kampala)
- Community Empowerment for Rural Development (CEFORD)
- Dathine Agricultural Consult (Kampala)
- Development Foundation for Rural Areas (DEFORA) (Kyenjojo)
- Development Microfinance Services (DEMIS) (Kampala)
- ECHO BRAVO (Gulu)
- Effective Skills Development Center (ESDC) (Kampala)
- Friends Consult (Kampala)
- Kind Initiative for Development (KIND) (Kyenjojo)
- Kyembogo Farmers (Fort Portal)
- MTL Max (Lira)
- Nile Pro Trust (Arua)
- Nutricare Limited (Arua)
- Palm Consult (Kampala)
- Partnership for Development Capacity Consult (PDCC) (Nebbi)
- Private Sector Consultancy Centre (PRICON) (Fort Portal)
- Real Agriculture Development Agency (RADA) (Nebbi)
- Smart Consult (Kampala)
- SMJR (Kampala)
- Ssemwanga Centre (Kampala)
- Temele Development Organisation (TEMEDO) (Soroti)
- Teso Private Sector Development Centre (TESOPS) (Soroti)
- West Nile Private Sector Development Centre (WENIPS) (Nebbi)

## Basic Services

- All Nations Christian Care (ANCC) (Lira)
- Baseline Solutions (Mbale)
- Bringing Hope To The Family (Kyenjojo)
- Centre for Governance and Economic Development (CEGED) (Arua)
- Christian Action to End Poverty (CATEP) (Soroti)
- Community Development Resource Network (CDRN) (Kampala)
- Community Integrated Development Initiatives (CIDI) (Soroti)
- CREAM (Arua)
- Divine Waters Uganda (Lira)
- Excel Hort (Mbarara)
- Fair Pen (Kampala)
- Forum for NGOs in Rakai District (Kyotera)
- Health Through Water and Sanitation (HEWASA) (Fort Portal)
- HELIKA (Kampala)
- International Institute for Rural Reconstruction (IIRR) (Kampala)
- Islamic University in Uganda (Mbale)
- IT Power EA (Kampala)
- Joint Efforts to Save The Environment (JESE) (Fort Portal)
- Kiboga NGO Forum
- Link Community Development (LCD)
- Makerere University College of Informatics Technology (Kampala)
- Mango Tree (Kampala)
- Mpigi NGO Forum (MPINGOF)
- Poverty Monitoring Group (Kyotera)
- Regional Capacity Building Partners (Kampala)
- Rwenzori African Development Trust (RADF) (Bundibugyo)
- Soroti Rural Development Agency (SORUDA)
- St. Noa's Busubizi (Kiboga)
- Transform (Soroti)
- Voiceless Orphans Taskforce Uganda (VOTU) (Kampala)
- Voluntary Action for Development (VAD) (Buwama; Mpigi)
- Wildlife Conservation Society (Kampala)

# SNV Uganda Offices

## **Country office**

Plot 36, Luthuli Rise, Bugolobi  
P.O Box 8339 Kampala, Uganda  
Tel: +256 (0)414 563 200  
+256 (0)312 260 058  
Fax: +256 (0)312 260 060  
Email: [uganda@snvworld.org](mailto:uganda@snvworld.org)  
[www.snvworld.org](http://www.snvworld.org)

## **Northeast portfolio**

Plot 11 Wanale Road  
Mbale, Uganda  
Tel: +256 (0)758 260 050  
+256 (0)454 431 048  
Fax: +256 (0)312 260 060

## **Rwenzori portfolio**

Plot 2/4 Rwenzori Road  
P.O Box 78 Fort Portal, Uganda  
Tel: +256 (0)758 200 778  
+256 (0)392 200 778  
Fax: +256 (0)312 260 060

## **West Nile portfolio**

Plot 10A, Bwana Volla Road  
Arua, Uganda  
Tel: +256 (0)758 200 781  
+256 (0)476 420 623  
Fax: +256 (0)312 260 060