

Annual Review 2010



Jeeja Primary School, Masindi District, Uganda



# Contents

Executive Summary	4
Build a School	6
Build an Income	10
Milestones	14
Organisational Developments	16
Financial Review	20
Special Thanks	22

# Executive Summary

Welcome to Build Africa's 2010 Annual Review. We have experienced a year of growth that has coincided with economic fragility in the UK and a turbulent world in general. Perhaps against expectations and the experience of many in the voluntary sector, we have made great strides towards our objective of reaching more people in more places across rural Uganda and Kenya.

When I was appointed Chief Executive Officer in June 2010 I inherited a forward thinking organisation with robust programmes and talented teams across all three countries. Every member of staff takes time to listen, understand and respond to the people we work with. We recruit people that care passionately about the work we are doing: after all, great programmes are impossible without great people working tirelessly towards their improvement.

Because of them our Build a School and Build an Income programmes are making a real difference to the communities we work with:

**We have an education strategy that is truly comprehensive and quality based:** elements such as a high standard of teaching, empowered students and parents, good governance and improved infrastructure all fit together to create a whole that is greater than the sum of its parts.

**We promote a high level of community involvement in all our work:** in this way we can ensure that each school will continue to flourish, fulfilling an essential social function as the vibrant heart of its community. It is because of this that we avoid contributing to the 'white elephants' that litter the African countryside, schools that quickly fail because the development organisations involved lack a comprehensive strategy or ignore the local context.

**The linking of our education and income generating strategies is producing far-reaching socio-economic benefits:** the complementary nature of our two core programmes is having an impact that is truly social, transforming the lives of the pupils, parents and teachers in

any given community. Village savers are able to pay school fees, buy school uniforms and keep their children off the farm and in the classroom. Clearly income generation leads to better education opportunities. And the reverse applies: research shows that each extra year of education raises lifetime earnings by approximately 10% (DFID, Learning for All: DFID's Education Strategy 2010-2015).

This is an upbeat report that reflects an organisation that is going places. We see no benefit in standing still. In 2010 we continued to build on our successes and use the lessons we learned to move closer to our ultimate goal: to give everyone in the communities where we work the opportunity to complete school and to work their way out of poverty.

*Oliver Kemp,*  
**Chief Executive**

*Miduuma Primary School, Masindi District, Uganda*





# Build a School

## What are the issues?

Education is the key to a better life. That is why we work towards the development of well managed and governed schools with high quality teaching and learning, attention to child welfare and the facilities and resources that every child will benefit from.

The need is great for children who struggle to learn outside or in makeshift and frequently unstable structures, have little or no furniture, inadequate water and sanitation facilities and few learning materials. In addition poor teaching, poor management and lack of parental support and interaction mean that schools fall well short of providing the quality of education that their pupils deserve.

Gender equality is an important part of this. The reasons are complex, but poor sanitary facilities, a lack of sanitary protection, local beliefs and customs, lack of knowledge and the all-pervasive poverty of rural Africa all contribute towards girls absence from school.

## What are we doing?

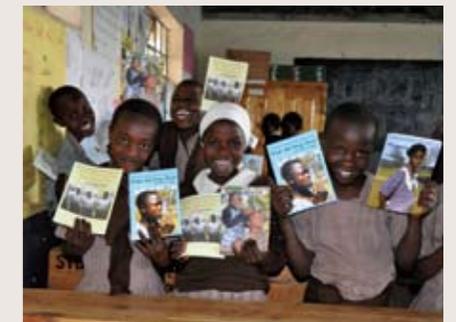
**Building community involvement:** An investment in a child's education is an investment in a better future; not only for the individual child, but for society in general.

That's why we assist in the creation of School Development Plans that are discussed, drafted and realised by the people who know the needs of their school best: the parents, teachers and pupils. The interrelated parts of the Plan cover areas of education such as the development of life skills through sport, drama, music, and debate; the building of new classrooms, latrines and teacher accommodation; our partnering with the District Department of Education to develop teaching skills and improve teaching resources.

**Building healthier communities:** Difficult subjects like the transmission of HIV and AIDS and what can be done to prevent it, the dangers of drugs and the threat of teenage pregnancy also form an important part of our Build a School programme. The young people we work with select Peer Educators (comprised of parents,

*Doubling the attendance rates of rural primary school children would reduce levels of food insecurity by 20-24%*

*(United Nations ESCO, The central role of education in the Millennium Development Goals, 2007).*



*Textbooks are windows to opportunity*



*Teaching the teachers*

pupils and teachers). With the help of age-appropriate materials they pass on health messages to fellow pupils in Health Clubs, organising drama, poetry and singing performances.

#### Building gender equality:

*“Study after study has taught us that there is no tool for development more effective than the education of girls. No other policy is as likely to raise economic productivity, lower infant and maternal mortality, improve nutrition and promote health, including the prevention of HIV and AIDS.”*

Kofi Annan, former UN Secretary-General

We are providing separate sanitary facilities for all the girls and sanitary towels for the older female students. We are promoting community awareness meetings and local radio shows to address issues like early marriage and the value of sending girls to school rather than keeping them home to care for siblings. Teachers are also being trained in child friendly teaching methods that treat every child as an individual and where necessary we are working with our schools to lobby the government for more female teachers.



A Right to Play game at Nyero Kodike Primary School, Kumi District, Uganda

## How did we do:

### Targets

- To increase the number of students taking their leaving exams;
- To increase the percentage of students passing their leaving exams.

### Outcomes

- A better learning environment means better retention of pupils: the average number of Kenyan students per school taking their leaving exams has risen from 27 in schools we have worked with for two or less years, to 55 in schools that we have worked with for longer;
- Pass rates are improving: on average 39 students per school are passing their leaving exams in Ugandan schools that we have supported for five years or more. In newly supported schools the figure is 21 students per school.

### Lessons learned: the problem of increasing class sizes

The popularity of Build Africa supported schools in both Uganda and Kenya has led to an increase in class sizes as students transfer from less well equipped schools in the area. On average there are 115 pupils per class when we start working with schools, which reduces to less than 50 within 5 years. However, the figure starts to climb again to 67 as students transfer from less well equipped schools in the area. The final figure is still great, but in response to the rise we will be implementing a ‘clustering’ strategy, concentrating our resources on multiple schools in a given area rather than single schools spread over large areas. This will go some way to tackling the problem of new pupils flocking in from neighbouring schools.

## Case study

Jane is a 16 year old student at Kapkures Primary School in the Naivasha District of Kenya:

“At the beginning of 2010 there was a lot of congestion in the old classrooms, which made learning hard. There were a lot of diseases like colds, flu, pneumonia and eye infections because of the dust and many children missed school because of health.

But many wonderful things happened to our school in that year. The teachers used only to walk at the front of the class because there was no room. Now they are able to move around the new classrooms and help all the pupils. It also used to be noisy. We could hear the classes next door which made it difficult to concentrate. Now it is quiet and we can concentrate. Because of this my marks are much better: in both Science and English I have gone from 50% to 70%.”



Jane



Kapkures Primary School, Naivasha District, Kenya



# Build an Income

## What are the issues?

Education is a key factor in breaking the cycle of poverty, but on its own it is not enough. More than half the populations of Kenya and Uganda live under the poverty line, struggling to meet their daily needs. Lack of access to appropriate financial services, as well as a lack of business and financial skills, combine to keep people in poverty. In Uganda, for example, only 14% of the adult population is in salaried employment and just 4% of the population of rural Uganda has access to a bank.

## What are we doing?

We launched the Village Savings and Loans Scheme in 2009 in rural Uganda to help communities save money and access loans. Both are key elements in reducing poverty in rural areas and, in addition, provide a perfect complement to our Build a School programme.

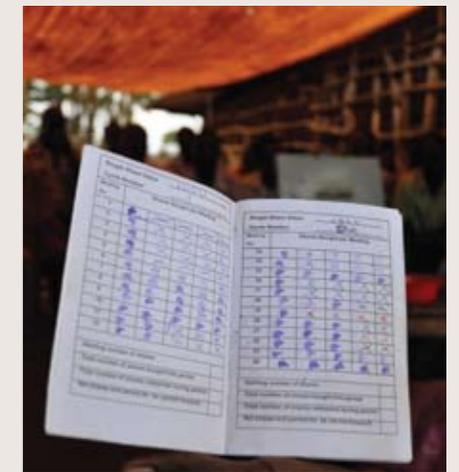
We work with self-selected groups who organise themselves into savings associations. Formed on the basis of trust and transparency, members can save their money in a secure fund and access loans through the group, buying shares on a weekly basis that increase in value as more money is saved. The interest charged on the loans is distributed amongst all the group members as savings income.

By pooling their resources, they are able to invest in small scale enterprises, as well as their land, in order to increase food production. Additional contributions are made into a welfare fund which can be accessed in emergencies. The scheme is also contributing towards significant increases in school attendance as village savers are able to pay for school costs and medical treatment and can afford to keep their children off the farm and in the classroom.

**Building healthier communities:** In Uganda we are also integrating HIV and AIDS education into the rural income projects by selecting local Peer Educators from among Village Savings and Loans Associations. These peer educators can then educate their families and communities about healthy living.

*Money won't create success, the freedom to make it will.*

*Nelson Mandela*



*Village savers buy shares on a weekly basis that increase in value as more money is saved*

**Building gender equality:** In the rural areas of Uganda and Kenya it is often the women who face the greatest burden of work, given their traditional responsibilities for growing much of the food and caring for the sick and dying. In many cases they are also the sole breadwinners of the family because of the HIV and AIDS epidemic.

Our income generating projects have been particularly popular with the women in the community: they account for 64% of our Village Savings and Loans Association scheme members. In the short term the projects are enabling families to meet immediate needs, allowing children, especially girls, to attend school. In the long term they provide the resources families need to move away from subsistence agriculture and invest in income generating activities and their families' futures. Significantly, women also get a greater say in how the money is spent in the household.



*Kahara village savings group, Masindi, Uganda*

## How did we do:

### Targets

- To reduce poverty by increasing the incomes of the rural poor and providing better access to education and healthcare;
- To empower the female members of the community, giving them a greater say in the way money is spent in their household and improving the level of support that parents are able to make towards the education of their children.

### Outcomes

- On average each saver makes \$15.45 profit per year on \$31 saved. When your annual earnings are less than \$150 per year, that extra income can make an enormous difference;
- 64% of our savers are female. As a result women have more influence on how household income is spent.

### Lessons learned: integrating our programmes

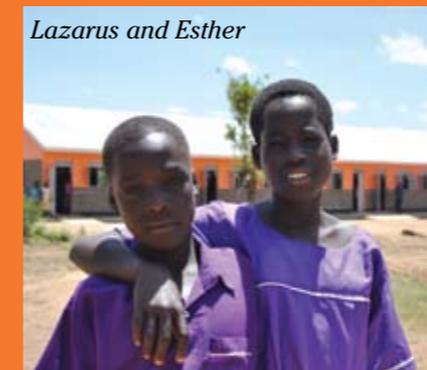
Our studies have shown that if the Village Savings and Loans Schemes in any given community are to be as effective as possible, they must be combined with our education projects. Increasing income opportunities helps children to go to school and a quality education increases income in the long term. That is why we will concentrate our efforts on establishing savings groups in areas surrounding Build Africa supported schools and will combine our income generation and education programmes in all of the communities we work with in the future.

## Case study

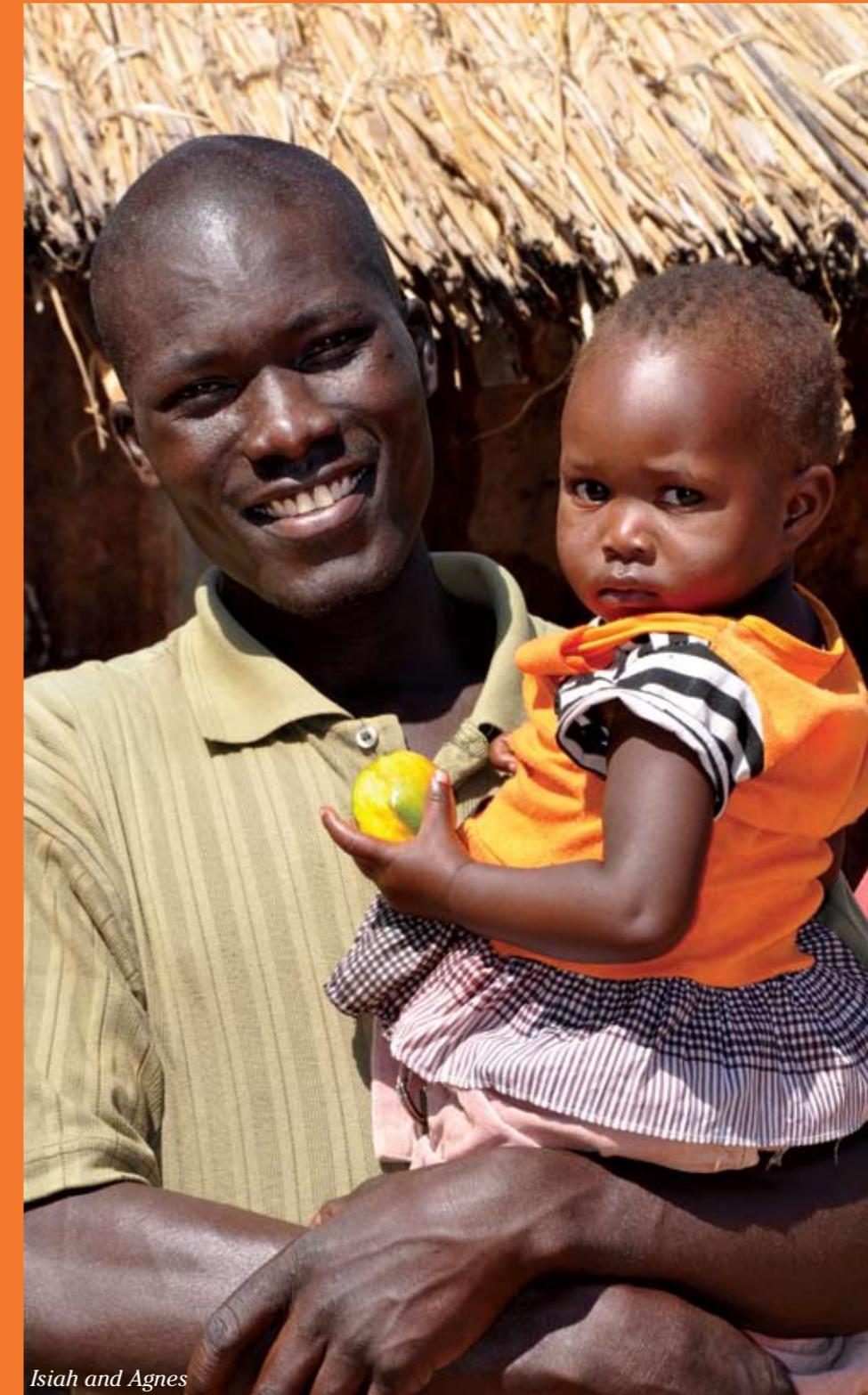
Isiah is a member of a savings group in the remote Puuna community of Uganda, an area with a disproportionately high number of orphans who have lost their parents to the HIV and Aids epidemic. The money he has raised through the group has helped him expand his farming business in 2010, selling cowpeas, groundnuts, cassava and millet at nearby markets:

"I have two children at Puuna Primary School, Esther and Lazarus. They are not my children, they are orphans, but I also have one child of my own called Agnes. When I get a loan from the savings group I always spend part of it on stationery, school uniforms and meeting the household basics."

*Lazarus and Esther*



Isiah's hard work and devotion is acknowledged by all of his children. Academically the rewards have been enormous: "He has helped by buying books, pens, a geometry set and even uniforms", Esther told us. "I find school more interesting now. We have new classrooms and the materials that we need. I was 25th in the class then but now I am 7th out of 46."



*Isiah and Agnes*

# 2010 Milestones

## January

Our reporting goes global: for the first time our website features performance indicators for each and every one of the schools that we work with, reflecting their individual needs and development plans.

## March

A key milestone: the ground is broken and construction begins at our 100th school in East Africa.

After five-and-a-half years of fantastic service Susanne Niedrum announces that she will be stepping down as Chief Executive Officer and Hugh Morris announces that he will be vacating his Chairmanship.

## June

A change of personnel: Oliver Kemp, our former Fundraising Director, is appointed new Chief Executive Officer. Long term Build Africa trustee and Treasurer Keith Leslie is also appointed Chairman.

## July

As part of our policy of listening and learning, we ask the people we are supporting in both Kenya and Uganda for their input in creating new education performance indicators. Criteria such as the level of parental contributions toward school fees are incorporated as a result.

## August

The UK office is on the move: we move out of our cramped and crumbling town house in central Tunbridge Wells and into newly refurbished, open plan offices. With room to grow in our new home we can be sure that our UK base will help rather than hinder us.

## September

The Africa Blossoms campaign is launched at a reception hosted by Baroness Lynda Chalker of Wallasey. The campaign has been highlighting the importance of gender awareness in our programmes while at the same time raising funds for our work.



January



March



August



October



October



September

## September



## October

A record breaking £93,785 is raised at Build Africa's annual fundraising dinner, this year hosted by the Bluebird Restaurant in Chelsea. Speeches are provided by bestselling author Tim Butcher and Build Africa's Chief Executive Officer, Oliver Kemp.

We welcome a new member of the team: Specioza Kiwanuka replaces Apollo Gabazira as Country Director in Uganda. Specioza has a wealth of experience in international development, most recently as Director of Programmes with ActionAid International Uganda.

The news on our savings scheme is better than anticipated. The average return on investment is 50% amongst our groups, exceeding the 40% average for other savings schemes in Africa. Village agents are now fully trained and are supporting communities in setting up savings groups.

## November

Our reporting reaches a new level: we launch new school profiles for 2011 on our website. For the first time we are able to analyse and respond to the existing indicators and assess the impact we are having over time.

## December

Partners for Progress become known as Build Africa Kenya to better reflect their partnership with the Ugandan and UK offices and to recognise their role as an integral part of the Build Africa organization.

THUR 14-11-2010 ATTENDANCE			
CLASS	BOYS	GIRLS	TOTAL
P1	50	45	95
P2	41	31	72
P3	24	19	43
P4	35	31	66
P5	22	32	54
P6	23	24	47
P7	17	18	35
<b>TOTAL</b>	<b>212</b>	<b>200</b>	

November



## Becoming better: organisational developments in 2010 and beyond

**Building better programmes:** In 2010 we agreed on a long term strategy to further improve our effectiveness:

- We will do more for the rural poor of rural Kenya and Uganda by increasing both the depth (the range of activities) and the breadth (the geographical coverage) of our programmes, and provide more opportunities to develop the skills and knowledge of all the people we work with;
- We will maximise our effectiveness by listening to, understanding and responding to all the people and organizations we work with;
- Our ability to respond to the particular needs of each community will be improved by effective partnering, particularly with other Nongovernmental Organisations and Community Based Organisations;
- The links between the Build an Income and Build a School Programmes will be improved so that they have the maximum impact on the communities where we work;
- We will increase awareness of Build Africa to drive increased support and funding;
- We will recruit the best staff across all three countries, people with the initiative and sensitivity required to understand and respond to the challenges that they face and develop plans accordingly.

As an example of our planned programme developments we will be working with a further 16 new schools in 2011, taking the current total number of schools we are working with to 78. In our income generating programme we will be broadening operations in Uganda and moving into Kenya for the first time. We will also be increasing the variety of activities offered by providing links to banks and financial services and expanding business training and support services.

**Building better staff:** It goes without saying that quality programmes depend on quality staff, and in 2010 we made a commitment to all staff, irrespective of role or location, towards training and development and to pay fair and competitive salaries. Alongside this, we are striving to create a culture of openness and respect in which every person knows that their opinion on what we do matters and will

be heard. Our intention is not only to attract great staff but also to excite them so that they choose to stay and develop with us, using their talents to help us improve continuously.

**Building child protection:** 2011 will see Build Africa implement its Child Protection Scheme. We believe that the best way to protect children is to empower them to protect themselves. We will train teachers to identify and tackle the issues and will be piloting child rights clubs in a selection of Ugandan and Kenyan schools.

**Building better monitoring and evaluation:** In 2010 we also made great progress in developing the scope and detail of our monitoring. Our website features an impressive range of performance indicators that will continue to grow in the future. We keep you updated on progress at every school that we work with, providing a level of detail that you won't find on the websites of other organisations.

**Building better financial management:** Our professional approach to purchasing the currencies we need to operate in Africa was recognised and commended during the year. A sector-wide publication on currency management by the Charity Finance Directors' Group used Build Africa as an example of good practice in this field. Our approach of building a close working relationship with a specialist currency firm and following market movements to buy currency at opportune times saves us over £100K per year compared to the 'easy option' of taking rates offered by the high street banks.



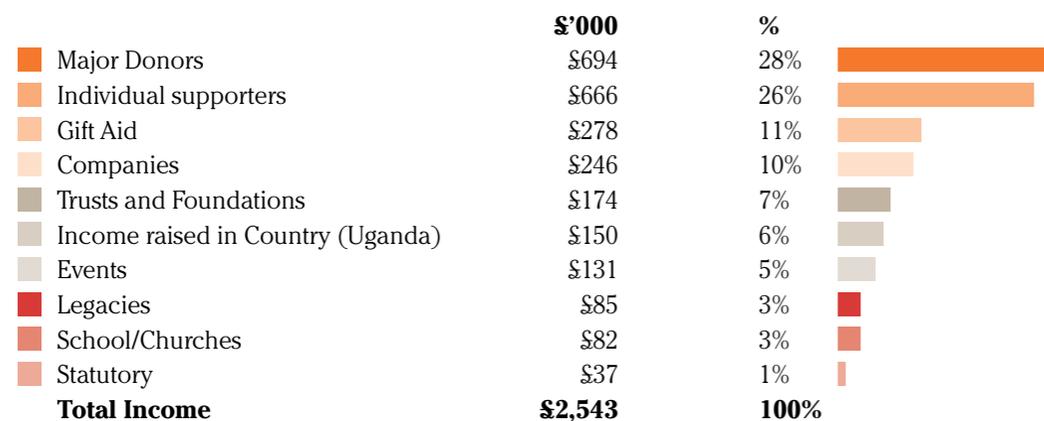
*Okia Brian, Olungia Primary School, Kumi District, Uganda*

*Build Africa staff, Kumi, Uganda*

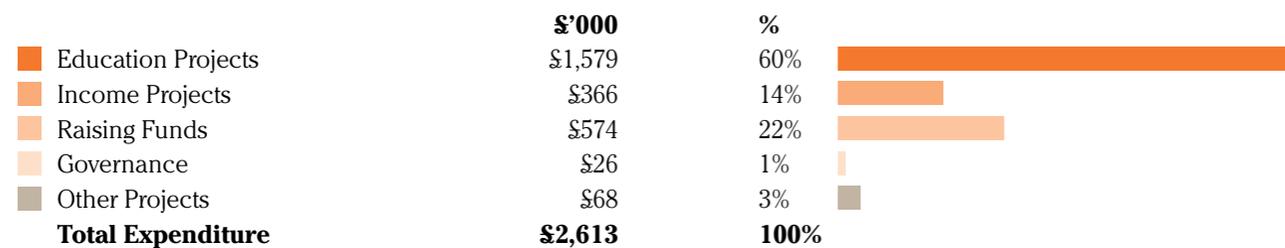


# 2010 Financial Review

## Income



## Spending



Other Projects = Orphans and Vulnerable Children and Nigeria Feasibility Study

For a fuller understanding of the financial affairs of the charity please request a copy of the comprehensive Annual Report and audited Consolidated Financial Statements. Contact [hello@build-africa.org.uk](mailto:hello@build-africa.org.uk) or call 01892 519619. A copy of the full Annual Report and audited Accounts have been filed with the Charity Commission.



# Special Thanks

**Build Africa would like to extend a huge thank you to our donors, patrons, ambassadors and trustees for your continued support throughout 2010.**

## Individual supporters:

The generosity of our individual donors contributes to 53% of our overall income. 4993 gave a regular gift throughout the year, 19 gave gifts of £5,000 or more and nine funded the work at entire schools.

## Companies:

Sixteen companies partnered us in 2010. These companies supported us in a variety of ways, from employee fundraising initiatives to corporate donations. Four companies supported the development of an entire school.

## Events:

In October last year, we held a hugely successful fundraising dinner at the Bluebird Restaurant in Chelsea, London. The event was attended by 180 people and raised over £93,000, funding three schools.

## Statutory donors, charitable trusts and foundations:

We received support from more than 50 charitable trusts and foundations during the year. Thanks to the generous support of donors such as The States of Guernsey Overseas Aid Commission, The Isle of Man Overseas Aid Committee, The Equitable Charitable Trust and The Vodafone Foundation Build Africa's impact during 2010 was significantly extended.

As well as support from individuals Build Africa was fortunate to receive support from 61 churches and 23 schools, raising more than £75,000 towards our work.

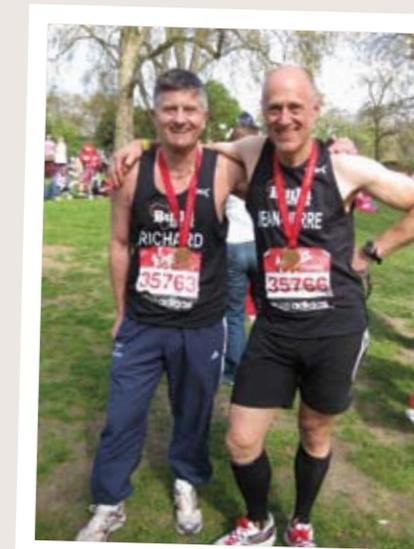
Without all of you, our work in Uganda and Kenya wouldn't be possible. We thank you all collectively and all those individual donors that wish to remain anonymous.



*Climbing Kilimanjaro, November 2010*



*Bestselling author Tim Butcher speaking at the 2010 fundraising dinner, Bluebird Restaurant, London*



*Richard Thomas and Jeanne-Pierre Darque after the London Marathon, April 2010*



*The Build Africa team before the mud bath: the Grim Challenge, December 2010*

---

## Build Africa

Build Africa  
Second Floor, Vale House  
Clarence Road  
Tunbridge Wells  
Kent TN1 1HE  
T +44 (0)1892 519619  
F +44 (0)1892 535484  
E [hello@build-africa.org.uk](mailto:hello@build-africa.org.uk)

## Build Africa Kenya

Build Africa Kenya  
Suna Road, off Ngong Road  
adjacent to Adams Arcade  
PO Box 10604  
GPO 00100  
Nairobi, Kenya  
T +254 20 235 9464  
F +254 20 386 2389  
E [bak@build-africakenya.org](mailto:bak@build-africakenya.org)

## Build Africa Uganda

Build Africa Uganda  
Block 245  
Plot 421 Kiwuliriza Zone  
Lower Muyenga, off Gaba Road  
PO Box 7224  
Kampala, Uganda  
T +256 414 267828  
F +256 414 501608  
E [bau@build-africauganda.org](mailto:bau@build-africauganda.org)

**Chief Executive:** Oliver Kemp

**Country Director (Kenya):** George Otiu-Kidenda

**Country Director (Uganda):** Specioza Kiwanuka

**Chair of the Trustees:** Keith Leslie

**Find Follow Watch**



**Search:** BuildAfrica

**[www.build-africa.org](http://www.build-africa.org)**

Registered Charity No.298316. Build Africa is a company limited by guarantee, registered in England No.2200793

