

## Annual Review



# 2011



*Kitwara Primary School, Masindi District, Uganda*

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# A word from our Chief Executive

*This annual review provides a good opportunity to reflect on our progress as an organisation. We have come a long way over the last year in spite of a difficult funding environment. I'd like to take this opportunity to highlight some of our achievements in 2011 and to thank the people who have made this possible.*

Firstly, and most importantly, we fulfilled our pledge to reach more people more effectively. The number of people that we're supporting in our Build a School and Build an Income programmes has increased from 18,600 to over 67,000 since 2008, while we've also worked hard to ensure that our work makes a long term difference to people's lives.

This growth has been complemented by a focus on values and a drive to innovate in our programmes, our financial administration and our recruitment policy:

**Our programmes:** We are committed to making programmes that are empowering, focused and sustainable, and that make a difference to people's lives long after we are gone. Because each project can be very different from the next we have therefore developed partnerships with other Non-Governmental Organisations with particular skills or expertise that complement our own, and which meet the needs of our schools and savings groups. We also re-directed a large potential funder to one of these organisations for the first time in 2011. We are after all trying to reduce poverty in the most effective way, not just raise funds.

**Our finances:** Because of the UK's increasingly difficult fundraising climate we have also changed the way in which we spend money. Our old system of spending money before we raise it has damaged our reserves, so we have decided that we will no longer make funding pledges until we have secured the income. This change, however challenging, is vital if we are to continue supporting people well into the future.

**Our staff:** The complexity and variety of our projects means we recruit and train the most capable field staff and fundraisers possible, people who care about the work they do and have the capacity to listen to people properly, who can gather evidence effectively, take responsibility for their own strategic areas and manage their own budgets.

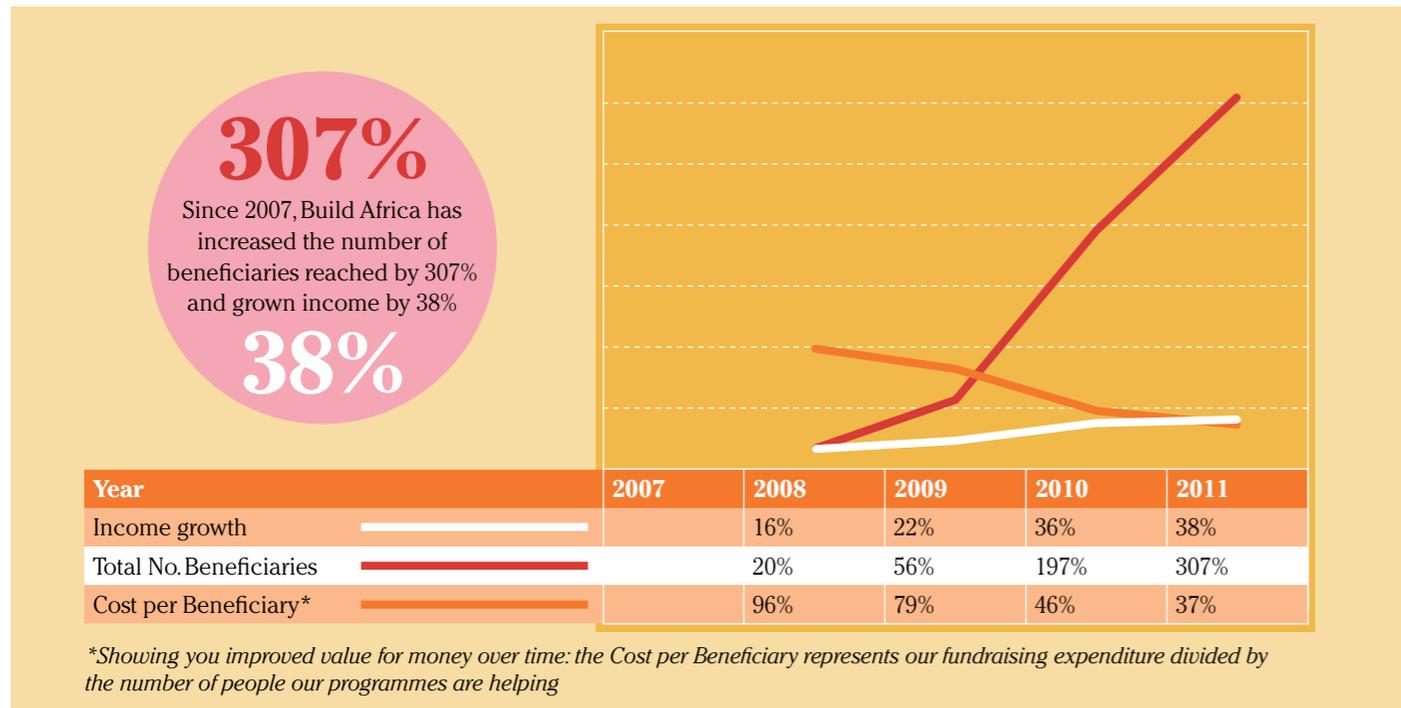
Our focus on values and willingness to innovate has led to some significant successes in 2011. These include the Charity Times *Best Charity to Work For* award, based on feedback and assessment of the organisation by staff in all three countries; while our reputation for outstanding education work has been rewarded by a substantial grant from the Department for International Development, a break-through in our increasingly effective drive to secure statutory funding.

**I'm incredibly grateful to all of the people we work with, our staff and our supporters, for every drop of energy that you've already put in. You are the ones reaching more people, more effectively. Thank you.**

*Oliver Kemp*



Mbombo Primary School, Gilgil District, Kenya



# LEARNING



Kisyani Primary School, Machakos District, Kenya

## Build a School

Build Africa works with schools that can lack even the most basic of amenities and resources. In these remote and desperately poor communities classes are often conducted in dangerous, makeshift buildings or in the open air; children huddle round a few precious textbooks; teachers lack pay, training and motivation; parents see little benefit in supporting their children.

Add to this the need for improving health and hygiene and HIV and AIDS awareness, for providing a reliable supply of clean water and a nutritious diet, and you have an idea of the challenges which our Build a School programme is doing so much to overcome.

We work with parents, teachers and pupils to identify the particular challenges facing each school, and develop a three year School Development Plan to tackle them. Because of this partnership, the schools we work with have seen a dramatic rise in attendance and in the number of pupils going on to secondary school, increasing their chances of a brighter future.

We also help the parents and staff form effective committees to take responsibility for the future maintenance and development of their school, ensuring a high quality education for generations to come.

“

I believe that Build Africa has been a godsend. The making of the School Development Plan was certainly a wake-up call because I realise now that the success of every project depends on how well it is planned.

*Willis Bisongo, teacher at Kapkures Primary School, Gilgil District, Kenya.*

”

**78**

We ensured that 78 schools had comprehensive, custom-built School Development Plans to guide their development in the future

**34,300**

We supported 34,300 school children

**over 90%**

We saw over 90% of Ugandan students passing their leaving exams in the schools we support

**over 2000**

We improved the school attendance and education opportunities of over 2000 Kenyan girls by providing them with better sanitary protection



# EARNING

“

Before the women were looked down on. Now they are proud. When you sell your eggs you have a little money to carry on with life.  
*Sally Cheriro, Tumani ('Hope') savings group, Machakos, Kenya.*

”

*Christine Kimeu, member of the Ukila Tui savings group, at her Kibanda (temporary stand), Mwala District, Kenya*

## Build an Income

*Since it was introduced in 2009 our Build an Income programme has had a huge impact on remote communities previously cut off from financial services and lacking the business skills needed to provide a reliable supplement to their precarious farming income.*

We set up and support village savings groups. Comprised of friends who already know and trust each other, the groups provide a local, flexible and secure system through which people can save and borrow small amounts; while business development training provides members with the skills they need to invest in small-scale enterprises. The businesses could be anything from a tree nursery to a hairdressers; from a DIY cinema to a small bakery. The loans are paid back with interest, allowing the overall fund to grow and giving every member a profit.

The saver's new income impacts on their children's education since they can now afford school fees, uniforms, a regular diet and don't have to force their children to work on the farm when they should be at school; while improvements at the school mean the children are given the the best possible chance to consolidate and build on the path to prosperity begun by their parents.

Significantly the vast majority of savers are female, giving women a greater say in how household income is being spent.



*Idasa Felix from Bukedea District, Uganda, has a thriving doughnut business because of the local savings scheme*

**40,000**  
 40,000 of the rural poor were helped by our savings groups

**10%**  
 Annual earnings were boosted by 10% because of the profit made on savings

**67%**  
 Women accounted for 67% of group members

*Joseph Nzioka, member of the Kamunyuni savings group, with his tree nursery in Machakos District, Kenya*

“

I think that the savings scheme is really good for the country because people are learning to plan rather than living from day to day.

*Benjamin, 17: member of the Aicepitoi Village Savings and Loans group in the Kumi District of Uganda.*

”



Timothy and his wife Elizabeth



“

**Opportunity for all:  
Timothy Nduku, Treasurer Of  
The Ukila Tui savings Group,  
Machakos, Kenya**

“The community was on the rocks because of the drought. Many of the local businesses had closed, including my grocery shop which I had to sell to pay for my four daughters’ school fees. We were truly desperate.

But then Build Africa came to tell us that forming a savings group could help alleviate the poverty in the area. Some people didn’t take it seriously but now that they can see how successful the scheme is they want to join. It allows people to act as a cooperative, regenerating the community.

I want opportunity rather than sympathy and that is why we came out here to be with these people. Now that the rains have come again I am determined to re-establish my shop. My wife, Elizabeth, is a member as well. We hope that when harvest time comes we can get a loan that we can put into the business”.

”



A meeting in full swing

# Our objectives for 2011 and how we performed

In 2011 we made great progress in implementing the long term strategic goals that we agreed in 2010:

## Growing

We will do more for the rural poor of 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.

### How did we perform?

As our programmes continued to grow in 2011 we were able to reach more and more families, getting closer to our ultimate goal: the long term eradication of poverty from the rural communities where we work.

We worked with a further **12 new schools** in 2011, taking the total to **78**. The total number of children supported over the year increased from **24,682 to 34,310**. In our income generation programme we broadened operations in Uganda and moved into Kenya for the first time as well, helping **more than 40,000** of the rural poor by the end of the year, **21,000 more than in 2010**.

We also increased the variety of activities and the training opportunities available to staff and beneficiaries in both of our core programmes. For example we provided links to agricultural organisations and financial providers, as well as expanding business training and support services.



**12**  
new schools

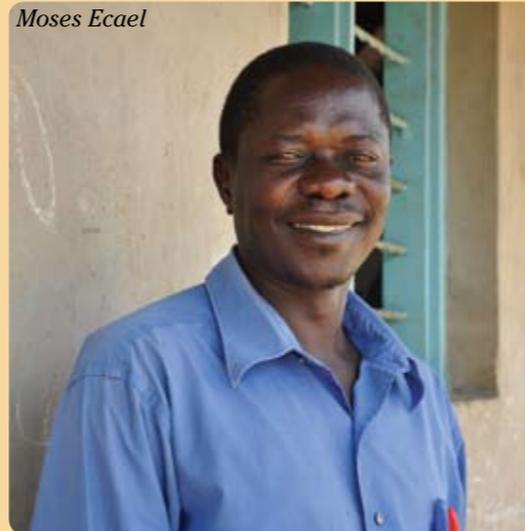


Total number of children supported



Rural poor helped by our income generation programme

2010 2011



Moses Ecael

### Child protection

We also piloted our new Child Protection Policy in 10 Ugandan schools, empowering children to help themselves through initiatives such as the *Letter Link* scheme. The policy provides guidance to parents, teachers and children on child rights issues, and challenges the abuse of those rights (from bullying to sexual abuse) that unfortunately persist in the communities where we work.



“I have had Child Protection training in Kumi. We learned about child rights and protection, how to handle the child, to approach the parents and ask them what the problem with the child is.”

*Moses Ecael, Maths teacher at Agaria Primary School, Kumi District, Uganda.*

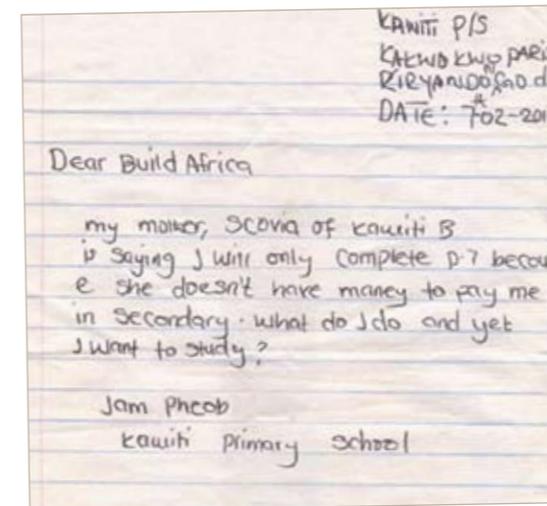


### Build Africa's *Letter Link* scheme



Phoebe

In February 2011 Phoebe wrote a letter and put it in a letter box at Kawiti Primary School in Masindi District, Uganda. In the letter she talked about an issue that had been worrying her for a while. Phoebe knew the value of education: she wanted to go to university. But her mother had repeatedly told her that she would not be able to go on to secondary school because she couldn't afford the fees. What could she do?



At the next health club meeting the letter was discussed and it was decided that Phoebe's mother should be invited to the school, where she was advised that secondary school education was in fact free to students who leave primary school with good grades. Not only that, she was encouraged to join a Build Africa supported savings group in Kawiti to help her meet day to day costs, including school materials and uniforms for her children.

Phoebe's mother was grateful for the advice: she went away determined to join a savings group so that she could see her daughter through secondary school; while Phoebe was given the peace of mind to concentrate on her studies and pass her exams.

We established the *Letter Link* scheme at the beginning of 2011 so that students could air sensitive and sometimes distressing issues in a safe and trusting environment. Girls like Phoebe have used the scheme as a forum to discuss the issues that cause them to drop out of school, such as the need for improved sanitation, a lack of sanitary towels, or the pressure placed on them to work at home.

### Bringing communities together

Based on principles of integration, cooperation and social cohesion, our core programmes are dispelling many of the negative stereotypes that plague rural Africa, particularly that of racial division. The fair and representative nature of our school committees and savings groups is going some way to healing the tensions that resulted in Kenya's post-election violence in 2008 for example.



A multi-cultural class at Ol'jorai Primary School

“There are so many tribes within the group. But there are no more than four or five from each tribe, so it will be very hard for violence to erupt again. It isn't just money that brings us together. This is a great opportunity for social cohesion.”

Peter Herzon Ereng, Chairman of Kong'asis savings group, Gilgil District, Kenya.



Esther Jeptanu



“We have many tribes in the community (Maasai, Samburu, Turkana, Kikuyu, Kisii, Luhya, Kalenjin). We teach them the importance of oneness, of cooperating. The differences don't matter.”

*Esther Jeptanu, School Management Committee member at Ol'jorai Primary School, Gilgil District, Kenya.*



# Listening

We will maximise our effectiveness by listening to, understanding and responding to all the people and organisations we work with.

## How did we perform?

It is because we listen to the communities we work with that we are able to develop, adapt and improve our programmes as time goes by. Here are some of the advances we made in 2011:

- In November Build Africa's *Measuring Education Programme Outcomes* tool was piloted in two Kenyan schools. The aim of the tool is to provide a robust and reliable method for analysing and evaluating school performance. Community participation was crucial with pupils, teachers and parents providing honest and open feedback on the challenges faced by their schools.

- In response to issues of water and food raised by our beneficiaries in the School Development Plan process we developed the three year *Water and Food Access Project* in 2011. Beginning in 2012 this project will ensure the availability of food and water at 28 Build Africa supported schools on a sustainable basis.

- Acting on our beneficiaries' requests for help, we also launched a successful summer water appeal to supply tanks and guttering to the Kenyan schools hardest hit by the East African drought. We were able to supply all the systems before the November rains finally came.

*"Think how much better our pupils will perform now that we can use our new water supply for drinking, for washing the classrooms, in the kitchen and the toilets."*  
Eunice Mutisya, headmistress at Kiatuni Primary School, Gilgil District.



*Kiatuni Primary School's headmistress, Eunice Mutisya, at the tap.*

*The grateful children of Kiatuni Primary School*



# Integrating

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.

## How did we perform?

Independently our Build a School and Build an Income programmes provide a life-line to parents who lack financial security and to children denied access to a decent education.

When combined they do even more, transforming the prosperity of families and the communities that they belong to, now and for the long-term. That is why in 2011 we completed our policy of clustering savings groups around all the schools that we support.

Many of the savings groups established in 2011 reported 100% parental membership; while parents comprise a significant number of savers in all of the groups.



*Anthony Nyungu, Build Africa's Programme Manager in Masindi (left) with Daniel Bagambe, Head Laboratory Technician at Masindi Hospital.*

# Partnering

**Our ability to respond to the particular needs of each community will be improved by effective partnering, particularly with other Non-Governmental Organisations and Community Based Organisations.**

## How did we perform?

Partnering is essential for good development: by fostering a close relationship with organisations based in Uganda and Kenya, for example, Build Africa benefits from the sort of local, in-depth knowledge that means we target the communities and issues that matter most; and they, in turn, can learn particular ways of working from us that increase the effectiveness of their work.

A number of partnerships were both established and strengthened in 2011 to improve the impact of our core programmes. Our projects in the Masindi District of Uganda are a good example of this sort of collaboration at work.

Here we partnered with a local Non-Governmental organisation called Recreation for Development and Peace to better promote gender equality, and with the Local Government and the District Health Office to provide health services.

*"Build Africa has built two classroom blocks and teachers quarters for our school, while the District Health Office has also conducted HIV testing and counselling in our health club. The two organizations have benefited our school in different ways, but together they have improved our learning environment enormously. Our pupils are healthier, happier and are performing well."*  
Joshua Pario, teacher at Nyakabale Primary School.

And in support of our income programme we partnered with Mukwano, a company which works with farmers to increase food production; and with the Masindi District Farmers Association, a local organisation that promotes agricultural business development, to provide business development training to 38 of our savings groups.



*"We can eat good food now because our mother can afford it and she provides everything we need for school from the money she saves. In fact most of the children now have uniforms, books, pens and no longer have to worry about their school fees because of the savings scheme".*

*Francis, pupil at Kahara Primary School, Masindi District, Uganda.*



# Raising Awareness

**We will increase awareness of Build Africa to drive increased support and funding.**

## How did we perform?

**Funding:** Our growing reputation for outstanding education work was rewarded by a substantial grant from the Department for International Development. The Global Poverty Action Fund will support Build Africa's work at 40 primary schools in Uganda. With particular reference to greater community participation, better school management and governance and the improvement of girls' education, the three year project will aim for a significant improvement in all three areas, with the help of Build Africa's tried and tested methods.



**Fundraising:** Our profile improved across the whole range of fundraising areas in 2011. Our corporate support grew substantially after **11 new companies** came on board; while our presence in the events calendar went from strength to strength, with a record **114 runners** wearing the Build Africa t-shirt.

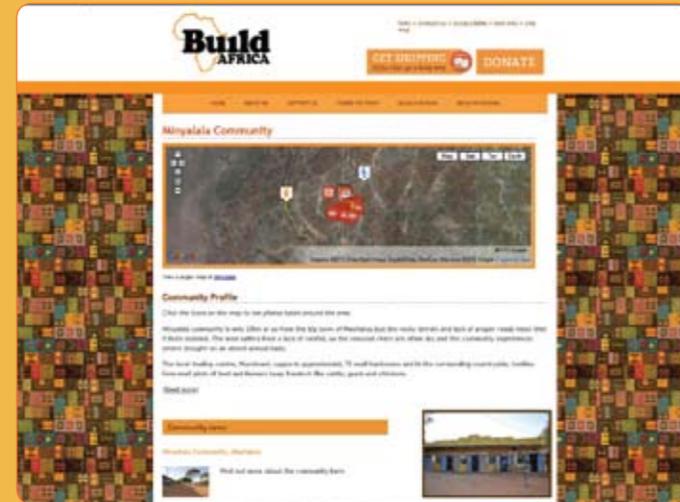


*A record 107 Build Africa runners completed the Royal Parks Half Marathon in October 2011, raising £34,000*

**On the air:** We were also on TV more than ever before, both in the UK and Africa, providing comment on development issues for Al Jazeera and being interviewed by the BBC for our Charity Times award. The appearances reflect growing public and professional recognition of our expertise and experience.



**Logging-on:** We made a significant investment in our website, developing community pages with detailed maps and profiles that will go live in 2012. Our website also features an increasingly detailed range of performance indicators. In this way we can keep you updated on progress at every school and savings group in every village that we work in.



**More than 58,000 people** visited the Build Africa website in 2011, **25,000 more** than in 2010. And because of a Google grant award we have been able to raise awareness of the organisation at no cost to us.

# Recruiting

**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.**

## How did we perform?

In 2011 staff received training in areas they highlighted as important for improving their effectiveness, including disability awareness training for all our staff in Africa. We also recruited a number of valuable new board members in both Kenya and Uganda, strengthening the governance and financial oversight of the organisation.



*Recognising great work: Angella Ikalebot, from the Kumi office in Uganda, receiving her long service award*

We addressed the financial problems faced by our staff in Kenya and Uganda as a result of local price inflation of 25% - 30%, introducing a temporary hardship allowance to ensure staff are able to maintain acceptable living standards and are therefore able to focus on doing their jobs well.

In October Build Africa was named the *Best Charity to Work For* by the Charity Times. The award is given to a charity that has instilled a sense of loyalty and purpose in its employees while also providing them with excellent working conditions. The judges selected Build Africa for having "a passionate and committed team".



*Oliver Kemp (Chief Executive Officer) and Jacqueline Sindall (Corporate Partnerships Manager) receiving the Charity Times award*

The continuing low turnover of staff at the organisation, as well as our recognition by The Charity Times, are strong indicators that people enjoy the valuable contributions they are able to make.

# Financial management



In common with the rest of the charity sector, we have had to adapt to a much more challenging and unpredictable financial climate. Factors such as unfulfilled pledges, escalating costs due to the rates of inflation in Kenya and Uganda and volatile exchange rates have all played a part.

In economic terms, the world has changed dramatically in recent times and we have adapted our approach to financial management in response to these changes. For example we are seeing success in our strategy to move towards funding agreements covering multiple years. This allows us to plan programme activities with communities over longer periods, without the risk that the income might not be there to fund the work.

In addition we have cut or deferred some spending plans where income has become less reliable or has actually declined. We are also placing less reliance on annual budgets and are using regular income and spending forecasts to guide decisions. This means we are responding to an uncertain world using the most current information we can get.

# Our plans for the future

## Our vision

Build Africa's vision is for every person to fulfil their potential and to make a difference to their communities. We have made great strides in implementing the three year strategy we formulated in 2010. We have, for example, successfully integrated our core programmes by establishing savings schemes in all of the communities surrounding our schools.

Our focus on values is paramount: our aim is to consolidate our already substantial reputation for openness, fairness and forward thinking over the next few years. We will always be an organisation willing to share our expertise and the lessons that we've learned with others, for example.

It is an approach that will stand us in good stead as we work towards the strategic goals outlined in this document (to grow, to listen, to partner, to raise awareness and to recruit outstanding staff with great ideas):

- We will produce sustainable income and education programmes of a high quality that address the needs raised by the communities.

- We will ensure that we reach the most marginalised people in the communities where we work. Child protection will be fully integrated into our core programmes, while specific projects that target particularly vulnerable groups will be developed (for example children with disabilities or girls and women from poor rural households).

- We will undertake more activities and expand our work into new districts (and, depending on funding, new countries) as well. In 2012 we will begin operations in the Amuria District of Uganda, for example.

- We will establish more effective partnerships that will help us increase our impact and cost effectiveness.

- We will recruit great trustees and great staff at all levels of the organisation, and

promote a culture of innovation and creativity in our field staff (the people who know our partner communities best) to help us refine our future policies and programmes and to give them the greatest impact possible.

- We will reduce risk by only spending money that has already been pledged or donated.

## Our programmes

- We will be working with **15 new schools in Uganda and 8 in Kenya**, meaning **23 new School Development Plans** will be drawn up in close consultation with the communities. We will also be reviewing at least **25 existing plans**.

- We will train more teachers in child centred methods, more School Management Committee members and provide Child Protection training to more communities.

- Through a comprehensive training programme (including parents, teachers and School management Committee members) the Department for International Development supported Rights, Education and Development Project will give **13,981 pupils in 40 rural Ugandan schools** the chance to complete their studies and graduate to secondary school.

- In our Build an Income programme we will strengthen our business development training and support activities as well as develop our food production and marketing training and advice.

- We will see the total number of village savers **increase by 6,750** in 2012, taking the total of people supported by our Build an Income programme to **47,200**.

- We will develop and use a wider range of evaluating tools across all three countries. All of our teams will be better able to analyse, reflect on and learn from the evidence gathered so that we can improve our programme work.



*Kahara Primary School, Masindi District, Uganda*

*Kyangala Primary School, Machakos District, Kenya*



We will be working with 15 new schools in Uganda and 8 in Kenya



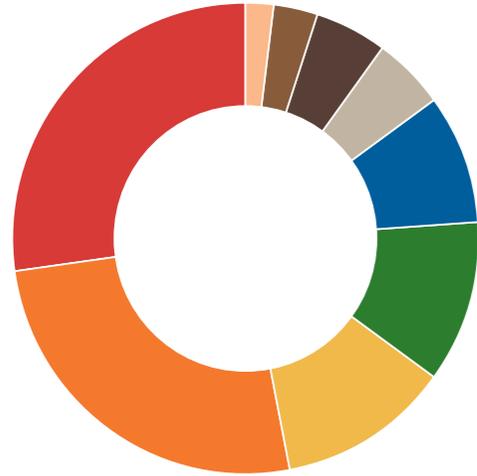
*Agnes Wayua, Ukila Tui Savings Group, Mwala District, Kenya*



We will see the total number of village savers increase by 6,750 in 2012, taking the total of people supported by our Build an Income programme to 47,200

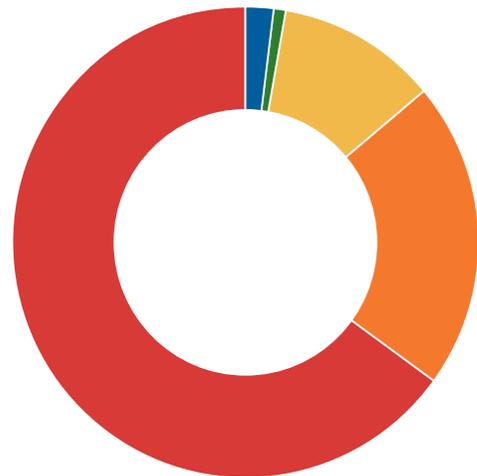
# Financial statement

## Where did our money come from?



	£'000	%
Major Donors	689	27%
Other Individual Giving	653	26%
Companies	299	12%
Gift Aid	272	11%
Trusts and Foundations	238	9%
Income raised in Africa	137	5%
Events	127	5%
Legacies	69	3%
Schools & Churches	49	2%
<b>Total Income</b>	<b>2,533</b>	<b>100%</b>

## How did we spend our money?



	£'000	%
Education Projects	1,852	65%
Raising Funds	609	21%
Income Projects	319	11%
Governance	28	1%
Other Projects	63	2%
<b>Total Expenditure</b>	<b>2,871</b>	<b>100%</b>

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 2011.

### Individual supporters:

The generosity of our individual donors contributed to **55%** of our overall income. **4,590** individuals gave a regular gift throughout the year, **23** gave gifts of **£5,000** or more and **10** funded the work at entire schools.

### Companies:

Twenty companies kindly supported Build Africa's work in 2011, of which 11 were completely new relationships. Out of those companies, six supported the entire development of a school, and one purely supported newly-established savings groups throughout the year. An additional five companies pledged to support Build Africa's work in 2012.

### Events:

A variety of schools, churches, groups and individuals raised **£65,000** to support our work in 2011. Alongside this, Build Africa supporters participated in a number of events to raise more than **£133,000** for schools and communities in East Africa.

### Statutory donors, charitable trusts and foundations:

We received support from more than 50 charitable trusts and foundations during 2011. Thanks to the generous support of donors such as The Equitable Charitable Trust, The Philip Henman Trust, The Turing Foundation, The Dulverton Trust, The Greendale Foundation and The Bliss Family Charity we were able to continue to expand our projects across Kenya and Uganda and increase the impact of our work. In 2011, we were also very pleased to receive the news that Build Africa was selected to receive three-year funding from the Department for International Development to increase retention and completion rates amongst 13,981 pupils at 40 rural Ugandan schools.

# 55%

The generosity of our individual donors contributed to 55% of our overall income

# 4,590

4,590 individuals gave a regular gift throughout the year

# 23

23 gave gifts of £5,000 or more

# 10

10 funded the work at entire schools

Members of Kyangumi Savings Group,  
Machakos District, Kenya



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