

Build Africa Uganda
Annual Review 2011



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Message from the Chairperson of the Board of Directors

It's been another challenging but good year for Build Africa, a charity that helps young people in rural areas of Uganda and Kenya escape poverty through its education and income generation programmes. At an award ceremony on 12th October 2011 Build Africa was named Best Charity to Work For by The Charity Times, recognised for its "outstanding work" and for having a "committed and passionate" staff team. The Best Charity to Work For is voted for by the frontline workers, and is therefore an indication of how the values of the charity permeate throughout the organisation.

The Build Africa Uganda board was revamped through the recruitment of eight new members and the establishment of four new board subcommittees (encompassing Human Resources, Finance and Audit, Programmes and Fundraising). Quarterly board meetings were conducted and board members' participation in all governance activities has been commendable.

The organisation's strategy for the next few years was finalised. This is comprised of six key features that will guide our work: 1) Integrating Income and Education; 2) Increasing the depth and breadth of our programmes; 3) Delivering lasting change; 4) Listening, understanding and responding; 5) Targeting our communications and 6) Recruiting the best staff and helping them to deliver.

We are committed to income and education integration as these are the building pillars of this organisation strategy. We have also made an organisational commitment to strengthen our Child Protection procedures.

Build Africa Uganda also embarked on the development of its three year strategic plan (for 2012-2014) in alignment with the above organisational strategy. This will be completed and launched in 2012.

As we have grown, we have adapted our working methods without affecting our core identity, values or guiding

principles. We have continued to maximise our impact on the road to becoming a leading charity working with young people. This is evident in our employees' motivation, loyalty and ability to adapt, especially in times of crisis when we have weathered the situation well. That is why I have great confidence that our staff team, led by the Country Director, will continue to pursue our long term objectives in the best interests of our beneficiaries, supporters and partners alike.

We thank all of you very much for supporting our programmes and services.

Arthur Mutaremwa,
Chairman of the Board



Message from the Country Director

In 2011 several economic and environmental factors impacted on our work: in the last quarter heavy rains hampered construction work amongst other areas; rising inflation, depreciation of the local currency and an increase in fuel prices raised the cost of our programmes at all levels; and supporters failed to meet their funding commitments because of the Euro Zone crisis. We had to cut back on our budget expectations during the second half of the year, while at the same time having to carry forward the effects of the 2011 budget deficit into 2012.

But this did not stop Build Africa Uganda from delivering on its key programme objectives in 2011, in both education and income generation:

Through the Education Quality Improvement Programme (EQUIP) we improved the learning environment for 3,000 children (as well as improve enrolment) by building or renovating 42 classrooms at 16 schools.

In the area of sanitation and hygiene, 55 pit latrines stances (11 latrine blocks) were constructed, including bathroom areas for girls. As sanitation levels improve at these schools, so will girls' attendance and retention. In addition, 225 teachers received training in new approaches to teaching and test setting skills. We expect an improvement in exam pass rates and in teachers providing continuous assessment tests in 2012.

The Save Up project, funded by CARE, began working in 11 new sub counties of Kumi, Bukedea and Ngora. By the end of 2011, 98 groups, comprising 2,472 members (1,650 females and 822 males), had been formed. This is in addition to the already existing groups that completed Phase 1 of the project in May 2011: 785 groups comprising 22,242 clients (65% of which are female) in Kumi and Bukedea districts. By end of 2011, UGX 1,012,791,140 had been accumulated as savings, with an average member saving of UGX 131,408 for both phases.

Committed to delivering lasting change, Build Africa Uganda embarked on a vigorous fundraising drive which bore fruits by end of the year. The UK Department for International Development (DFID) confirmed funding for the three-year Rights, Education and Development (READ) project beginning on January 1st 2012.

An application proposal for Amuria Community Livelihoods Improvement Project (ACOLIP) was submitted to the DFID Global Poverty Action Fund and the School Water Project (SWAP) proposal submitted to the Japanese Embassy. Other funding proposals submitted in 2011 include: the Namutumba – Mayuge School Performance Improvement pilot project submitted to Absolute Return for Kids (ARK); a food and water project to Vitol, and the North Western Livelihoods (NWELIS) project to the Agricultural Business Trust.

The position of Project Development Manager was created to support fundraising, project development and funding contracts management activities. By end of 2011, Build Africa Uganda comprised 28 committed members of staff (10 women and 18 men). In addition, we have invested in various staff motivation and team building initiatives to enhance staff performance. This renewed energy reinforces our commitment to:

“Help young people in vulnerable communities of Uganda to escape poverty through increased education and livelihoods opportunities”

Special thanks to all those who have contributed in 2011.

In gratitude,

Specioza Kiwanuka
Country Director



Our Education Quality Improvement Programme (EQUIP)

1. What we do

Build Africa Uganda believes that a quality education can only be achieved when all stakeholders (including parents, teachers, children and government education departments) are involved. Through our core *Education Quality Improvement Programme*, we partner with them to identify the key challenges that each school faces, preparing comprehensive and custom-built 3-year School Development Plans that:

- improve infrastructure;
- encourage better parental involvement;
- improve teaching standards and learning conditions;
- strengthen school management;
- increase HIV and AIDS awareness.

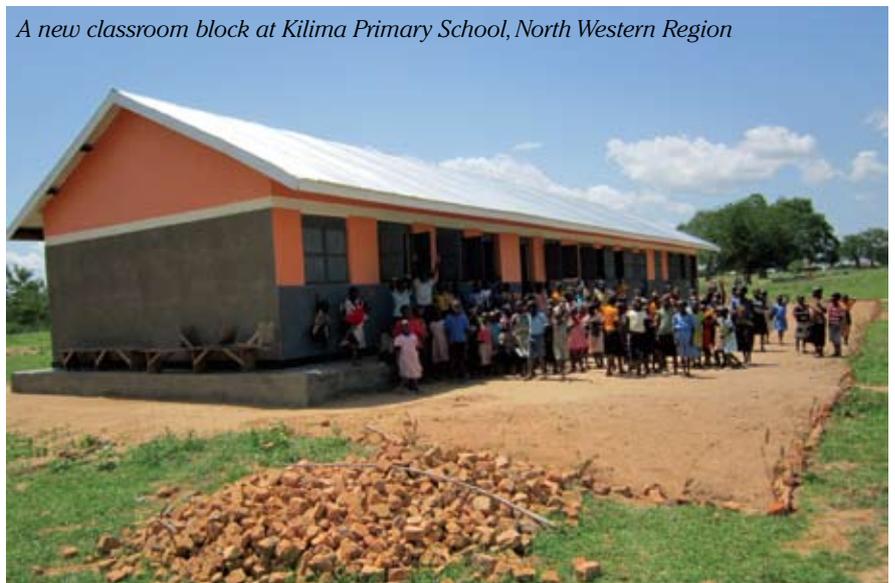
Our education programme targets impoverished rural communities situated in the North Western and

Eastern Regions of Uganda. Our education strategy is founded on two main principles: local ownership and capacity development. Its objective is to improve the quality of primary school education, by empowering young people and the wider

community to play a leading role in school development and to hold the authorities to account when necessary.

The programme looks beyond the development of school infrastructure (such as the building of classrooms)

A new classroom block at Kilima Primary School, North Western Region





Sanitation and hygiene are a priority – Kimogoro Primary School, North Western Region

to the supply of school materials and the training of teachers, School Management Committees, parents and communities. This holistic, sustainable and community-driven approach is a valuable contribution towards the Ugandan government's national policy of providing a quality education for all.

2. EQUIP's achievements in 2011

The programme has supported School Development Plan and School Performance Review processes in Masindi and Kumi Districts. School priorities have been drawn up and shared and the plans have provided excellent guidance to all those involved.

Infrastructure:

In both North Western and Eastern Regions Build Africa constructed **42 classrooms in 16 schools**.

In the North Western Region we constructed **5 classroom blocks** (each comprising three classrooms) at Kilima, Kilyango, Kahara, Kooki and Midduma Primary Schools.

In the Eastern Region Agaria, Kanyanga, Madoc Ailak, Kaleu and Puuna Primary Schools benefitted, among others.

As a result over **2,310 pupils** will be sheltered and enrolment in these schools will **go up by 40%** in 2012.

Furniture:

We supplied **937 desks** and provided teachers with **55 tables, 55 chairs** and **12 cupboards** for the storage of books.

The improved comfort will lead to more effective teaching and better learning.

Sanitation and hygiene:

11 latrine blocks (comprising 55 stances) were constructed in 2011: at Kilima, Kilyango, Kahara, Kooki and Midduma Primary Schools in the North Western Region; and Kachumbala Township, Puuna, Kanyanga and Kamailuk Primary Schools in the Eastern Region.

It is hoped that as sanitation levels at these schools improves so will girls' attendance. In rural schools girls' absenteeism is made worse by a lack of girls' toilets. These latrines now have girls' bathrooms which cater for their needs.

Teacher training:

Over 225 teachers attended short courses to learn about child centred

approaches to teaching, the importance of learning through sports and play and test setting skills.

Additionally, a head teacher mentorship programme was established in **11 schools** to improve school management.

We expect improvement in pupil pass rates and these will be reflected in the Primary Leaving Exam (PLE) results.

Monitoring and evaluation:

A thorough external evaluation of EQUIP was carried out in 2011. Community participation was crucial, with parents, teachers and pupils providing honest and open feedback on the programme's successes, challenges and lessons learned. The data will be invaluable as we seek to replicate the model elsewhere in Uganda.

3. The education projects that support EQUIP

A. Community Driven Education Strategy (CODES)

The project has improved community involvement in **16 schools**, by promoting:

- better community participation;
- an understanding of Universal Primary Education;
- a recognition of the benchmarks of a good school;
- an awareness of the roles and responsibility of the School Management Committee.



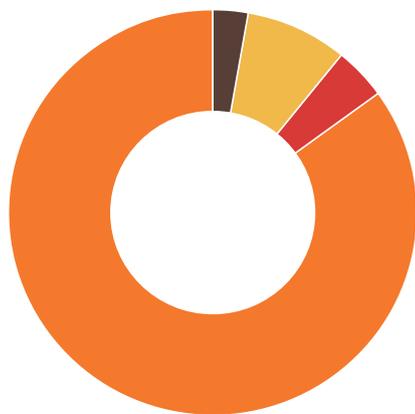
Teacher training is improving the quality of education – Puuna Primary School, Eastern Region

The strategy has not only seen an improvement in community participation in schools, but has also led to an increase in enrolment and better lobbying of local authorities.

B. Have Children Empowered (HACE)

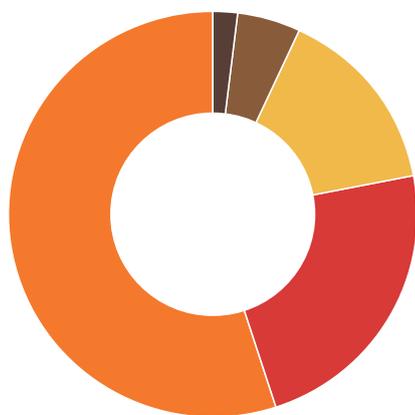
The project has made great progress in promoting awareness of child protection issues amongst parents, teachers and pupils in its **10 pilot schools**. The cases of child abuse reported as a result have been either managed or referred to the relevant authorities.

126 letters were received in the North Western Region, raising the following issues:



- 85% child labour
- 4% sexual misconduct
- 8% child neglect
- 3% the remoteness of the school and domestic issues.

251 letters were received in the Eastern Region, raising the following issues:



- 55% absenteeism and drink-related problems amongst the staff
- 23% child neglect



Promoting awareness of child protection issues – a letter box at Agaria Primary School, Eastern Region

- 15% child labour
- 5% use of abusive language
- 2% corporal punishment.

Extra-curricular activities have also been promoted in our schools, including Right to Play training and the supply of sports equipment. Play activities have motivated pupils to attend school and have given them a physical outlet during their free time.

C. Mainstreaming HIV and AIDS in Education (MAHE)

The project has made significant progress in the field of HIV and AIDS awareness and prevention:

- Through radio talk shows, film shows, dialogue meetings, drama presentations and other vehicles HIV and AIDS prevention messages have reached **4,941 pupils, 5,972 community members** (including parents) and **2,104 of those most at risk** in the Buliisa District, North Western Region.
- In partnership with Uganda Cares and District Medical Departments, **over 25 HIV counseling and testing (HCT) out-reaches** were conducted in 2011 in communities supported by the MAHE project. This demand driven service was very well attended, with **3,483 community members (1,503 male and 1,980 female)** attending to find out their HIV status.
- We provided **9 condom dispensers** at 3 landing sites on Lake Albert in Buliisa District (Bugoigo, Butiaba and Wanseko). **Over 18,600 condoms** were distributed, reducing the risk

of infection and raising the demand for condoms among the fishing community.

4. The challenges facing EQUIP in 2011:

- Construction delays have been caused by a combination of the following factors: the poor financial capabilities of some contractors, inflation-linked rises in the costs of construction materials and disruptions caused by flooding. Where possible, these will be minimized in 2012 to ensure the projects are accomplished on time.
- Following a spate of lightning strikes through the year, the schools we support have experienced an increase in the theft of lightening arrestors, particularly in schools without teachers' accommodation. Strengthening their installation was under discussion to ensure thefts are minimized.
- 40% of the School Development Plans were successfully implemented in our schools situated in the North Western Region. The low figure was largely due to the government and other stakeholders (who include construction and the provision of school materials in their priorities) struggling to find the necessary resources when the schedules required them.
- Community contributions of money towards the School Development Plans (and in particular construction work) have been low in some schools. More clarity may be needed with regard to the level of contributions required, and the construction of teachers' houses

should be considered at all schools that receive new classroom blocks. In addition, this may mean starting CODES earlier (perhaps six months before construction begins).

- Head teacher absenteeism has affected school performance because teachers have lacked supervision. In addition, some head teachers have not always attended meetings with the education departments that they claimed to have attended. Strategies to address this should be formulated, especially at district level.

5. Looking forward: EQUIP in 2012

- Through the Rights, Education and Development (READ) project (funded by the UK government's Department for International Development) we will support **40 schools** over three years to improve the retention of pupils. The project will aim to increase community participation, strengthen school management and governance and address gender issues.
- We will support schools through the construction of classrooms, latrines



Learning through play – Kitwara Primary School, North Western Region

and teachers' houses; as well as providing furniture for both pupils and teachers.

- Play activities will be developed through the training of teachers and the provision of play materials and equipment. Teachers will also be trained in new teaching methods.

Through CODES we will hold community sensitization meetings to increase community participation, and child protection activities will also be implemented in the **10 pilot schools**.



Jeeja Primary School, North Western Region



Kahara savings group, North Western Region

EARNING

Our Build an Income Programme

1. What we do

The purpose of our Build an Income projects is to create sustainable models for increasing the incomes of the grassroots communities we work with. The projects target not only the parents of children attending schools that we support but the surrounding communities as well.

Previously we supported farmers to engage in commercial farming with linkage to markets; from 2009, however, we have been promoting the Village Saving and Loans Association scheme.

Through the scheme parents are better able to meet the needs of their families, including school fees and materials, which results in increased school attendance and better education opportunities.

We achieve this in the following ways:

- We set up savings and loans groups, giving people the ability to save and access credit;
- We train local Community Based Trainers (CBT's) on the methodology and management of the groups;
- We train group members in selection, planning and business management;
- We raise awareness of the opportunities, government policies and the support available to entrepreneurs and those seeking work;
- We liaise with other agencies that support members by providing value chain analyses and enterprise skills training.

The savings and loans groups provide people with a safe place to save their money, to access small loans

and contribute to a welfare fund that members can draw on in times of emergency. The loans taken out may be used to start businesses, or help families meet emergency needs.

In 2011, we implemented three income generating projects:

- the *Save Up Project* in the Eastern Region;
- the *Buliisa Orphans Project (BOP)* in the North Western Region;
- the *Savings and Loans Associations Project (SLAP)* in the North Western Region.

2. Build an Income achievements in 2011

- **444 savings and loans groups** were formed, with a **total membership of 9,816 (67% of which are female)**. Total cumulative **savings reached**

1,317,100,140 Ugandan Shillings by the end of the year. Under both the SLAP and the Save Up II projects, communities have been impressed by the scheme and have joined willingly.

- Monies borrowed have been invested in a variety of income generating activities: **64.5% of members** have invested in agriculture, **35.5%** into small scale businesses. Members have been able to support their children's education, pay medical bills and buy assets such as mobile phones.
- The first phase of the Save Up project ended in May. The project has **reached 22,242 people (65% female)** in **785 groups** situated in the Eastern Region.
- A total of **337 groups** graduated and started a second cycle of savings, amassing a cumulative value of savings of **over 1.3 billion shillings**. Member **retention rate was 99.9%**, **loan fund utilization 77%**, the **return on savings 41%** and the **portfolio at risk level 3.6%**.
- To ensure the growth of the savings and loans project **93 village agents** were recruited and trained to form groups beyond the projects. **Village**

agents formed 286 groups and we have already seen widespread benefits from replication of the saving and loans group model.

- **Over 39 Community Based Trainers** acquired business development skills through the Selection, Planning and Management (SPM) model. **42% of group members (4,102 in total)** were trained in the selection, planning and management of their businesses. Of those trained, **50%** set up income generating activities, while others developed their already existing activities.
- **Over 450 group members** received audit training to help with the share out process. In the Eastern Region there was a **56% return on savings**, with an **average saving per group of 3,541,500 shillings**; in the North Western Region it was **26.8%**, with an **average of 2,953,900 shillings**. **Over 99%** of the graduated groups restarted a second cycle of savings.

The Buliisa Orphans Project

- The livelihoods of **1,133 people** caring for over **3,000 orphans** and vulnerable children were improved through the establishment of **38**

savings and loans groups. The children gained access to medical care, education and clothing; while some also received better housing as well. The groups saved **181,565,500 shillings** in total; the retention rate was **99.7%**; the loan fund utilization rate stood at **69.7%**.

- Food security amongst the **530 targeted households** was increased through the supply of planting materials and training in agronomic skills. **70 model granaries** were also built. **2,600 orphans** and vulnerable children benefitted as a result.
- School materials were provided to **2,700 children**, improving school attendance as a result. Community based monitoring systems were set up to ensure that school attendance was rising.
- Over **3,000 households** have received instruction on basic health and sanitation standards from **10 village health members**, utilizing model homes and using savings and loans meetings to pass on messages.
- Awareness of child rights has improved for **1,100 caregivers** because of instruction targeting savings and loans group members.



Empowering women – Kitwara savings group, North Western Region

The awareness has improved school enrolment, reduced child labour and child abuse cases, and has given community members the guidance they need to refer child abuse cases when appropriate.

3. The challenges facing Build an Income in 2011

- Monitoring the performance of the Community Based Trainers proved a challenge in 2011, partly because each field officer is required to oversee seven trainers. As a result it was difficult to ensure the submission of weekly work plans and monthly reports.
- Group members are responsible for the purchase of the start-up kit (containing pass book, rubber stamps and pads, stationery and calculators). Unfortunately payment recovery has been only partly successful because of the well-established hand out culture. This took up a lot of field staff time, but it was agreed that in the future group members should meet

the full cost of the kits before they receive them.

- It was also discovered that some group leaders were defrauding the less educated members of the group. Some of the group leaders' loans were not rolled over while some requested that they pay back their loans at the end of the saving cycle.
- The enforcement of bylaws, especially those related to loaning and loan recovery, was a big challenge for many of the groups. It was common for groups to bend the rules by lending on trust, lending out more than the proscribed amount or even lending to non-members.

4. Looking Forward: Build a Livelihood in 2012

- The Save Up extension project will close in October. By then **298 groups** will have been formed with village agents recruited to support the existing groups and form more. We will continue to educate the

communities in the benefits of micro insurance in the hope that they will change their attitude towards it.

- The SLAP project will form **29 new groups**, fulfilling the project target of **375 groups**. The focus will be on supervision of the village agents (so that they can form more groups) and the passing on of business set-up and management skills through the Selection, Planning and Management model.
- The Buliisa Orphans Project will be closing in March 2012. Remaining activities include supervision of the savings and loans groups involved; food security support; campaigning for hygiene improvements and preparation for the end of the project.



The fruits of the savings scheme – a thriving poultry business in North Western Region



Idasa Felix, from the Eastern Region, has a thriving doughnut business because of the local savings scheme



Financial Performance

Expenditure (Ugandan Shillings)

| | | | |
|---|----------------------|--|--|
| Education Quality Improvement Project (EQUIP) | 1,955,758,085 | | |
| | 1,462,905,569 | | |
| Masindi Income Project (Village Savings and Loans Associations) | 328,088,182 | | |
| | 244,115,749 | | |
| Mainstreaming HIV and AIDS in Education (MAHE) | 235,581,271 | | |
| | 170,951,076 | | |
| Buliisa Orphans Project (BOP) | 198,220,951 | | |
| | 170,063,902 | | |
| Care VSLA in Eastern Uganda (Save Up) | 168,109,318 | | |
| | 191,114,858 | | |
| Administration Costs | 496,206,752 | | |
| | 350,639,219 | | |
| Depreciation Expenses | 116,347,173 | | |
| | 130,964,893 | | |
| Total | 3,498,311,732 | | |
| | 2,720,755,266 | | |

Income (Ugandan Shillings)

| | | | |
|--|----------------------|--|--|
| Build Africa UK | 2,828,929,549 | | |
| | 2,297,790,631 | | |
| Orphans and Vulnerable Children: funding from Civil Society Fund | 169,633,346 | | |
| | 130,763,810 | | |
| VSLA: funding from CARE International | 130,784,979 | | |
| | 163,088,551 | | |
| MAHE: funding from Civil Society Fund | 158,673,137 | | |
| | 148,101,404 | | |
| Total | 3,288,021,011 | | |
| | 2,739,744,396 | | |

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