

INCEPTION REPORT  
ON FARMER INSTITUTIONAL  
DEVELOPMENT

UNDER THE NATIONAL  
AGRICULTURAL ADVISORY  
SERVICES (NAADS)

IN BUDAKA DISTRICT

PRESENTED BY KAGUMU  
DEVELOPMENT ORGANIZATION  
(KADO)

THIS 20<sup>TH</sup>/6/2011

## **APPRECIATION.**

The management and staff of Kagumu development organization wishes to express their sincere gratitude for the trust you exhibited in entrusting us with this noble exercise. Special thanks go to the District NAADS coordinator for routine technical guidance, support and cooperation.

This relationship has entered our records as a true appreciation of long cherished tradition of quality service delivery with humility and dedication.

We wish to re-affirm our commitment to exactly delivering to you expectations with your support as the only reward to your trust.

## **BACKGROUND.**

This report originates from commencement of the execution of a contracted awarded to us on 17<sup>th</sup>/05/2011 and communicated to us on 18<sup>th</sup>/05/2011 for farmers' institutional development. It is in fulfillment of Article 12.1.i of our memorandum of understanding.

## **INTRODUCTION.**

The exercise commenced with the drawing the activities work plan in consultation with the District NAADS Coordinator on 8<sup>th</sup>/6/2011. Below is a copy of the work plan.

DATE	ACTIVITY	LOCATION	RESPONSIBLE ENTITY.
8 <sup>th</sup> -10 <sup>th</sup> /2011	Advertisement for applications for the position of farmer group promoters.	Bugwere fm	KADO
10 <sup>th</sup> /6/2011	Familiarization tour of the sub-counties.	Sub-county head quarters.	KADO
13 <sup>th</sup> /6/2011	Display of short list for eligible applicants for the position of group farmer promoters	Sub-county head quarters.	KADO
14 <sup>th</sup> /6/2011	Briefing of the District council about the exercise.	District headquarters	KADO
15 <sup>th</sup> /6/2011	Interviewing of applicants for the position of group farmer promoters	District headquarters	KADO

16 <sup>th</sup> -17 <sup>th</sup> /2011	Training of group farmer promoters	Ikiiki and Budaka county head quarters.	KADO
20 <sup>th</sup> /6/2011	Training of group executives.	Parishes.	KADO
23 <sup>rd</sup> -30 <sup>th</sup> /6/2011	Training of farmer groups.		KADO
1 <sup>st</sup> /7-30 <sup>th</sup> /2011	Follow-up activities.	Parishes.	KADO KADO

### **CURRENT IMPLEMENTATION STATUS.**

1. Advertisement for applications for the position of farmer group promoters. A three days hourly advertisement (8<sup>th</sup> -10<sup>th</sup>/6/2011) ran on Bugwere fm radio in Lugwere and English languages. The content of the advertisement was:

*“Kagumu development organization a service provider contracted by Budaka District local government to carry out farmers’ institutional development under the NAADS programme invites applications for the position of farmers’ group promoters for 35 positions. Farmers’ group promoters will be responsible for training and supporting farmers’ groups’ institutional development at parish level. Eligible applicants aged between 22-45 years with a minimum academic qualification of senior four, are requested to apply to the executive director KADO not later than 12<sup>th</sup>/6/2011 and submit their applications with their curriculum vitea to office of the sub-county chief in their respective sub-counties. For further information contact the ED on 0772646456”*

This advertisement was very effective because it resulted into 122 applications. We are grateful to the radio station for the cooperation. Extend our sincere gratitude to the sub-county chiefs and their NAADS coordinators for the support they rendered to us in receiving the applications on our behalf and ensuring that they are delivered to our central office at the District NAADS office.

2. Familiarization tour of the sub-counties. On 10<sup>th</sup>/6/2011, two teams comprising of officials from the District NAADS office and KADO, toured all the sub-counties of the District. One team which toured the sub- counties of: Lyama, Budaka, Naboa and Budaka town council was led by the District NAADS coordinator Dr. Kalosha John with Kisambira Amos and Ajok Teddy from KADO. The second team that toured; Kadeluna, Kameruka, Kamonkoli and Ikiiki, was led by Mr. Odongo Gerald from the production office with; Mr. Namw oyo Samson, Kisule Joram and Naula Florence from KADO.

The purpose of the tour was to familiarize ourselves with the sub-county stakeholders as a spring board for effective networking in the management of this contract. The targeted persons/ institutions were: technical staff, political leaders, farmers' forum and religious leaders. The message delivered and shared was about:

- Explanation of coming on board of service providers in farmer groups institutional under NAADS 11 which responsibility was previously conducted by the community development office and subsequently introducing the service provider to the stakeholders by the District official on the team.
- A briefing from the service provider on strategies for effective implementation.
- Explaining the roles of the stakeholders in the monitoring and management of the contract.
- Explaining how the programme will be conducted and calling for cooperation with the service provider.

This exercise was very successful because all sub-counties pledged total support and cooperation for the successful implementation of the contract. This explains the current success.

3. Display of short list for eligible applicants for the position of group farmer promoters. As noted earlier, a total of 122 applications were received and 90 were displayed at the 8 sub-county head quarters. Below is a break down of applicants and short lists per sub-county.

Sub-county	NUMBER OF APPLICATIONS	NUMBER OF APPLICANTS SHORT LISTED
Kaderuna.	27	19
Kaderuna.	19	11
Naboa. Budaka town council	21	16
Lyama.	17	13
Budaka rural.	11	7
Kamonkoli.	5	5
Ikkiki.	12	10

Total.	122	90
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4. Briefing of the District council about the exercise. The Executive Director of KADO Mr. Namwoyo Samson, briefed Budaka District council on 14<sup>th</sup>/6/2011 DATC hall in Ikiiki sub-county. He explained the background, vision, mission and areas of KADO operation, enumerated the packages to be delivered during the contract life and asked support and cooperation from the council. The details are hereunder.

### **Background of Kagumu development organization**

It is a membership non- government organization with its head quarters situated at Kagumu trading center, Kibuku District and branch offices in Soroti district (Serere county, Olio county), in Budaka District (Kaderuna sub county. It was initiated in 1998, registered in 1999 as a Community Based Organization and 2004 as a Non government organization (NGO) with the National Board of Non Governmental Organizations (NGO) in the ministry of internal affairs. It registered as company limited by guarantee with the ministry of justice in 2006. Its registration number is S. 5914/5364 as non governmental organization and 86195 as company limited by guarantee with the ministry of justice. It has a membership of 36 producer organizations comprising of 25-30 members (744members).

### **Vision.**

A self reliant and sustainable community able to provide support to improve on quality of life.

### **Mission.**

To improve on the lives of communities through empowering them to participate in social and economic initiatives for sustainable development.

### **Areas of operation.**

- Agricultural development.
- Health.
- Sustainable development.
- Community empowerment.
- Human rights and good governance.

This exercise was successful because the council committed itself to providing routine guidance, support and cooperation through the contract life.

5. Interviewing of applicants for the position of group farmer promoters. Out of the 90 short listed applicants, 35 candidates were selected through a free and fair interview process that was conducted by very competent staff of KADO headed by the human resource officer Mr. Kisambira Amos with Ajok Teddy and Naula Florence supported Mr. Odongo Gerald from the production department of the District. The choice of the candidates, was guided by; ability of the candidate to explain government programmes, basic knowledge about NAADS, possession of minimum required academic qualification and integrity. Below is the list of the selected farmer group promoters and their respective parishes.

NAME	SUB-COUNTY	PARISH	CONTACTS.
Maale David	Naboa.	Naboa.	0782050221
Kasajja Luke	Naboa.	Lupada.	0771481885
Gadala Richard	Naboa.	Namusita.	0771850391
Tiko Timothy	Naboa.	Kakule.	0778859628
Nkoola John	Budaka TC	Namengo.	0781423341
Mwayi Timothy.	Budaka TC	Bwase.	0771425559
Bambala Andrew	Budaka TC	Budaka.	0779760215
Negesa Annet	Budaka TC	Macholi.	0704931338
Daama Alex	Kaderuna.	Bupuchai.	0778768051
Tawulula Charles.	Kaderuna.	Kameruka.	0774297503
Kiryia Christopher	Kaderuna.	Lerya.	0783712406
Kadere John	Ikiiki.	Kaitangoli.	-
Katewu Herbert	Ikiiki.	Petete.	0772366341
Mwendya Nicholas	Ikiiki.	Ikiiki.	0783196144
Bwokino Siraji	Ikiiki.	Katekerene.	0782362568
Kasadha isuf.	Ikiiki.	Kakoli.	0775140877

Nabucha Samuel	Ikiiki.	Kadatumi.	0774403521
Sajja Dennis.	Ikiiki.	Katina.	0789419529
Soikya Micheal.	Kaderuna.	Kabuna.	0775028572
Kemu Richard	Kaderuna.	Kodiri.	0772038543
Ndeire Peter	Kaderuna.	Kachomo.	0777265909
Nsugu Martin	Kaderuna.	Kaderuna.	0775481617
Mugala Sofi	Kaderuna.	Kadenge.	0776823318
Ndoboli David	Kaderuna.	Kiryolo.	0787759238
Njungu Andrew	Kaderuna.	Kotinyanga.	0782426049
Mubbale Oswald	Lyama.	Nansanga.	0777774266
Daka Cyprian	Lyama.	lyama	0701037888
Kuchana Micheal	Lyama.	Tedemeri.	0774059634
Mwemeke Faith	Kamonkoli.	Kamonkoli.	0783602787
Kajjebe Micheal	Kamonkoli.	Sekulo.	0785180758
Kawiso Muzamiru	Kamonkoli.	Mugiti.	0785304424
Sojjo Eunice	Kamonkoli.	Jami.	0787167274
Kageni Peter	Kamonkoli.	Kadimukoli.	0777848506
Logose Racheal	Kamonkoli.e	Nyanza.	0754422834
Ludina Betty	Budaka Rural	Sapiri.	0783559461
Gule Issa	Budaka Rural	Kyali.	0782552414

6. Training of group farmer promoters. A two days non residential training for the 35 farmer group promoters was conducted from 16<sup>th</sup>-17<sup>th</sup>/6/2011 at Budaka sub-

county main hall. Details of respective days deliberations will be found down. Please find attached the attendance list of the respective days.

The farmer group promoters were trained in the following packages;

- Community procurement process.
- Participatory planning.
- Good governance.
- Communication skills and management of meetings.
- Participatory monitoring and evaluation.
- Savings and credit.

The training a team of competent and experienced facilitators below.

- Dr. Kalosha John.
- Mr. Kisambira Amos
- Mr. Namwoyo Samson.

It was conducted with the full daily monitoring and super vision of the District community development officer Mr. Kirya Taurula. Please refer to his report for quality assurance.

**Methodology used during the training.**

- Lecturing.
- Group discussions.
- Guided discovery.
- Open discussions.

DAY ONE ON 16<sup>TH</sup>/6/2011.

**TRAINING WORK PLAN.**

ACTIVITY	TIME	RESPONSIBLE PERSON
Arrival and registration of participants.	8:00-9:00 am	Ajok teddy.
Introductions and climate setting.	9:00-9:30 am	Kisambira Amos
Official opening.	9:300	Dr. Kalosha John
Break.	9:45-10:30 am	Hotel.



Presentation of work shop objectives and training content.	10:30-11:00 am	Namwoyo Samson
Participatory planning.	11:00-12:00 pm	Namwoyo Samson
Good governance.	12:00 -1:00 pm	Kisambira Amos
Lunch.	1:00- 2:00 pm	Hotel.
Participatory monitoring and evaluation	2:00-2:30 pm	Kisambira Amos
Group Discussions	2:30-3:00 pm	Group leaders
Group presentations	3:00- 4:45 pm	Group leaders
Departure.	5:00 pm	All.

### **Arrival, registration and introduction of participants**

All participants were at the training venue by 8:00 am. They registered and were

#### **Introductions.**

Introductions were conducted according to their respective parishes.

#### **Climate setting.**

To facilitate proper management of the training, participants were guided into setting expectations, leadership structure and rules of procedure for the training as indicated below;

#### **Expectations.**

- Acquire knowledge and skills to be disseminated to farmer groups.
- Understand the terms of reference for the exercise.
- Transport refund.
- Lunch.
- Appointment letters.
- Cooperation with KADO and the District.
- Certificates.

### **Rules of procedure.**

- Phones on silent mode.
- No unnecessary movements.
- Need to have course leaders.
- Respect for each other.
- Talking one at a time.

### **Course leadership**

- Course leader: Bwokino Siraji.
- Welfare: Soikya Micheal.
- Time keeper: Negesa Annet.

### **Official opening.**

This was conducted by the District NAADS coordinator Dr. Kalosha John. In his communication, he congratulated participants upon their success during the interviews and for turning up for the training in time. He highlighted the importance of their role in the implementation of NAADS 11, ensuring quality service delivery and commitment. He explained the role of farmer group promoters, wished them well in the execution of their activities, asked for their cooperation with KADO, the District and all stakeholders in this noble cause. He finally opened the training officially.

### **Work shop objectives.**

- To equip farmer group promoters with knowledge and skills in institutional development.
- To build the capacity of group promoters to be able to develop farmers' groups as effective and functional institutions for sustainable development.
- To strengthen networking and collaboration among KADO, group promoters and the District for the successful implementation and management of the programme.

### **Work shop contents.**

- Community procurement process.
- Participatory planning.
- Good governance.
- Lobbying and advocacy.
- Communication skills and management of meetings.
- Participatory planning and evaluation.
- Effective reporting.

- Saving and credit.

### **Participatory planning.**

Participation was defined as a process of involving all being involved in all affairs were one is affected or likely to be affected by the decision being taken or omission to make a particular decision.

- a) Planning was defined as a process of appreciating needs, solutions to needs, causes and designing interventions for mitigation of situation in relation to both available and projected resources.
- b) Factors that facilitate planning.
  - Human resource.
  - Community support.
  - Time.
  - Culture.
  - Quality of communication and mobilization.
  - Proper diagnosis of community needs and respective prescriptions.
- c) Factors that do not facilitate proper planning.
  - Poor planning.
  - Poor mobilization.
  - Season.
- d) Key issues on participatory planning emphasized.
  - Whereas Article 38 of Uganda's 1995 constitution (as amended) provides that every Ugandan citizen has the right to participate in the affairs of Government individually or through his or her representative in accordance with the law And whereas Section 3 (1) of the Local Governments Act 2002 fosters participation of citizens by creating structures and mechanisms for civic engagement, Impunity, history, culture and societal stratifications have limited the participation of communities in decision making on fundamental issues that affect their development livelihood
  - The National Development Plan (NDP-2010/11-2014/15) recognises among its key binding constraints the current existence of gender issues, negative attitudes, mindsets, cultural practices and perceptions as impediments to National growth and development. Indeed impunity, history, culture and societal stratifications in Uganda and the action area that undermine Women, children, youths and discriminate against people with disabilities and those living with HIV/AIDS has and continues to undermine the participation these categories of people in service delivery management and development processes.
  - According to the **2010 draft report of The World Bank supported African Local Council Oversight and Social Accountability (ALCOSA) Project in Uganda,**

people at the local government level are theoretically empowered because their awareness of this power is limited. It notes that the citizens lack information that pertains to their legal empowerment and that is why they probably cannot use their power to demand for what ought to belong to them in terms of services. According to **the Uganda Participatory Poverty Assessment report (UPPAP 2000: 104)**, lack of civic competence was a major constraint to accountability since many members of the community did not have information to take particular interest in how public resources are being managed yet the local people see information as essential for development.

- Participatory planning is premised on the foundation of human rights based approach to public service delivery and development management which requires that the diverse needs of the different beneficiaries and stakeholders must be taken into account in the design and implementation of activities. It aims to ensure the integration of participation and ownership, transparency and accountability to all activities

## **GOOD GOVERNANCE**

This defined as responsive management of community.

### **Pillars of good governance.**

- Democracy.
- Rule of law.
- Accountability.
- Participation.
- Empowerment.
- Sustainable development.

### **Appreciation of the pillars of good governance.**

- Democracy. This was agreed upon as the involvement of people in the management of their own affairs.
- Rule of law. Giving due regard to set the rules of any society.
- Accountability. This is founded on two fundamental democratic principles; (1) that there is an implicit social compact between citizens and their delegated representatives and agents and that citizens have the “right” to demand accountability and public officials have an “obligation” to be accountable
- Participation. This is premised on the foundation of human rights based approach to public service delivery and development management which requires that the diverse needs of the different beneficiaries and stakeholders must be taken into account in the design and implementation of activities. It aims to ensure the

integration of participation and ownership, transparency and accountability to all activities

- Empowerment. People have an inherent power that relies on civic engagement, in which citizens participate directly or indirectly in demanding accountability from service providers and public official
- Sustainable development. Good governance and development are inter-twined and inseparable.

This marked the end of day one at 5:15 pm. The training was closed by the Executive Director of KADO Mr. Namwoyo Samson who called on the participants to keep time for the following day reminding them that they were left with a lot of work to cover.

DAY TWO 17<sup>TH</sup>/6/2011

WORK PLAN.

ACTIVITY	TIME	RESPONSIBLE PERSON
Recap of day 1	8:00-9:00 am	Ajok teddy.
Credit and savings	9:00-9:30 am	Kisambira Amos
Community procurement process.	9:300	Dr. Kalosha John
Break.	9:45-10:30 am	Hotel.
Constitutional making.	10:30-11:00 am	Namwoyo Samson
Participatory monitoring and evaluation	11:00-12:00 pm	Kisambira Amos
Group work	12:00 -1:00 pm	Kisambira Amos
Lunch.	1:00- 2:00 pm	Hotel.
Group presentations.	2:00-3:30 pm	Group leaders
Communication skills.	3:30-5:00 pm	Kisambira Amos
Departure.	5:00pm	All.

**Recap of day one.**

Participants were guided through this process by a request for each of them to mention atleast one thing each of them understood most with out repeating what has been mentioned. Most participants demonstrated good command over; participatory planning, good governance and monitoring.

### **Credit and savings**

Savings was defined as systematic accumulation of surplus out of recurrent expenditure.

Participants were asked on the necessity of saving and the following were the responses;

- To meet future consumption.
- To fight poverty.

On factors affecting savings, they noted the following;

- Culture.
- Attitudes.
- Low income.
- Insecurity.
- Over population.

### **Forms of savings.**

- Bank deposits ( fixed deposits)
- Assets investment.

### **Formal institutions for saving.**

- Banks.
- Micro finance institutions.
- Saccos.

### **Advantages of informal institutions**

- Easy to reach.
- Accessible.

### **Disadvantages of informal institutions.**

- Vulnerable to theft.
- Lack of equal access to loans.
- Restricted duration.

- Poor record keeping.

## **PARTICIPATORY MONITORING AND EVALUATION**

Participants' understanding of monitoring.

- Continuous reviewing and visiting.
- Taking control over one has been given
- Process of watching over.
- Periodic inspection.

Facilitators definition.

Process of assessing of an intervention in relation to the objectives of the intervention, guided by indicators of achievement.

### **Structures of monitoring**

- Objectives.
- Indicators.
- Methodology.
- Sources of information.

Participants were requested to draw up a monitoring framework in groups of respective sub-counties by identifying an objective, indicators, method to be used for monitoring and sources of information. All the 8 sub-counties undertook the exercise with great success.

## **CONSTITUTIONAL MAKING.**

It was defined as a set of laws governing an organization, group or company.

### **Parts of a constitution.**

- Preamble. This explains the back ground of a groups' aspirations and the problems they wish to solve through the formation of the group.
- The constitution. This provides for the undertaking of the group to respect, protect and support all the undertakings in the constitution.
- Name of the organization.
- Vision. This provides for the desired aim.
- Mission. The desired goal.
- Objectives of the group.
- Activities.
- Management structure.

- Membership.
- Meetings.
- Financial management
- Management of disputes.
- Cessation
- Structure of the organization.
- Dissolution.

## **COMMUNICATION SKILLS.**

Participants' understanding of communication.

- The process of sending information from the sender to the receiver and getting feedback.
- Reaching and sending information from one person to another.

Effective communication.

- Information is sent, received and feedback gotten.
- When evidence shows that information sent was received in its original form.

Key issues in effective communication.

- Information must be received.
- Information must be sent.
- Feedback.

Indicators of effective communication.

- Immediate feedback.
- Clarity

Effective methods of effective communication.

- Preparation of the audience to receive the information.
- Adequate preparation of information.
- Orderliness.
- Humility in delivery.
- Respect.

How to prepare the audience.

- Identify and address their pressing needs.
- Offer sustainable solutions to their problems.



- Have proper command over the information being delivered.

There being no time at 6:30pm, the trained was called of with a promise to continuously offer hands capacity building to the group promoters.

It was closed by the ED of KADO who thanked the participants for their commitment and the District for the cooperation. He promised to offer the participants with the training manual, certificates and appointment letters during the launch of the project.

### **CURRENT ACHIEVEMENTS**

- 35 farmer group promoters have been identified and trained. They are only waiting for appointment letters which are also ready and will be handed over to them during the programme launch due on 29<sup>th</sup>/6/2011.
- Organizational facilities and resources ear marked for this programme have been mobilized, tested in the field and found competent to accomplish the task.
- Maximum cooperation with District, lower local governments and stakeholders.
- Popularized the programme in the whole District.

### **CHALLENGES.**

- The packages to be given to farmer group promoters were found to be too many for them to comprehend in two days.
- There are very high expectations from group promoters given the popularity of NAADS programme.

### **RECOMMENDATIONS.**

- The District needs to help in lowering the expectations of group promoters.

PREPARED BY



**Namwoyo Samson**

**Executive Director**