



**KAGUMU DEVELOPMENT ORGANIZATION**

**PO BOX 260**

**PALLISA**

**Email: [kadopallisa@yahoo.com](mailto:kadopallisa@yahoo.com)**

**Tel: 0772646456**

**PROJECT REPORT ON MULTIPLICATION AND COMMERCIALISATION OF CASSAVA PRODUCTION  
IN PALLISA DISTRICT- EASTERN UGANDA**

**FUNDER: 9<sup>TH</sup> EDF CIVIL SOCIETY CAPACITY BUILDING PROGRAMME AND GOVERNMENT OF  
UGANDA**

**PREPARED BY  
NANTULYA KEPHA  
PROJECT IOFFICER**



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## **INTRODUCTION**

This is Kagumu Development Organization Documentary on Multiplication and Commercialization of Cassava Production in Kagumu and Bulangira sub counties in Pallisa District - Eastern Uganda.

This was one of the biggest funding the organization received since its inception of Ushs 186,294,500 of which 9EDF civil society capacity building and the government of Uganda contributed Ushs 167,665,050 and Kagumu development organization (KADO) contributed Ushs 18,294,500 (90%) of the total project cost.

This documentary details programme description, project description, results, achievements, best practices, lesson learnt and challenges.

The documentary would enable stake holders to develop avenues for improvement in the weak areas and to strengthen /sustain improved areas of the organization. It is to be availed to all stakeholders as they are the owners of the organization who were involved in project implementation.

The documentary would also enable replication of the best practices and lesson leant during project implementation else where.

## **Acknowledgment**

Thanks to European Union (EU) and government of Uganda for financial support that enabled the implementation of this project.

Thanks to Pallisa district local government for the enabling environmental and, all development partners who provided support both material and in service form that enabled KADO to execute project activities efficiently and effectively. This facilitated the organization to receive the second best grant ward under this program.

Thanks to KADO staff members for their co-operation and had working during implementation of project activities throughout the project life.

## **Programme description**

The 9<sup>th</sup> EDF Civil Society Capacity Building Programme was the first large scale civil society funding through government and represents the government's attempt towards diversifying service delivery and providing space for civil society in the national policy dialogue. The programme was built on the previous 8<sup>th</sup> EDF Human Rights and Good Governance Programme and it took into account lessons learnt and frameworks developed, including a community based M&E practice known as the 'Poverty Resource Monitoring and Tracking Model' as well as a self assessment tool.

Two institutions played a crucial role during programme implementation; the Civil Society Steering Committee (CSSC) representing the interests of civil society in programme implementation and civil society Intermediary Organizations (IOs) which played an facilitative role and acted as intermediaries for the capacity enhancement of those CSOs and CBOs with more limited capacities.

Some of the programme activities slightly diverged from activities as provided for in the Financing Agreement. The divergence from the Financing Agreement was caused by a number of strategic decisions taken by the programme management unit and programme stakeholders during the start up phase. These conceptual adjustments did not contradict proposed key concepts of the Financing Agreement. These conceptual adjustments were as follows:

- (a) To engage civil society intermediaries to effectively reach out to the rural based CBOs and CSOs and facilitate programme implementation.
- (b) To develop a capacity building programme for non eligible and rejected grant applicants following the first call for proposals.
- (c) To call for proposals from CBOs and CSOs those are able to understand and address the interrelationship of empowerment, advocacy and service delivery at local level.
- (d) To roll out the programme to all districts (which differs to the geographical approach to civil society funding as suggested in the Financing Agreement).

Programme management reported to the Civil Society Steering Committee and the Programme Advisory Board (PAB). The CSSC provided the day-to-day supervision, technical support and strategic guidance to the PMU.

The Programme Advisory Board was chaired by the Permanent Secretary, Office of the Prime Minister. The Board consists of representatives of the CSSC, the European Commission and Government of Uganda (represented by the Offices of the Prime Minister and the National Authorizing Officer) as well as two independent civil society representatives that were approved by the Board. The role of the Advisory Board was to supervise and monitor the implementation of the programme.

The Programme Management unit sub contracted the management of the grantees to intermediary organizations, which operated in clusters. The grantees were the final beneficiaries and were responsible for implementing the programme as planned at the grassroots.

## **Project Description**

### **Summary**

The project was designed to improve household income of cassava farmer groups in Kagumu and Bulangira sub counties in Pallisa district. It was a 4years project aiming at commercializing cassava after value addition. It was in two phases the first phase was basically for multiplication to increase production. After which the next phase of adding value to cassava and commercialization would be established. Among the activities to be implemented included; Conduct training of cassava group farmers in modern farming practices, orienting cassava farmer groups members on their role in planning, implementation and monitoring of government programmes and how they could benefit from them, and KADO institutional capacity building. The target groups included; CBOs and farmer groups.

### **Overall Objective:**

Improved household income of cassava farmers in Kagumu and Bulangira sub counties in Pallisa District by the year 2010

This overall objective was to be realized after the production increase and value addition to cassava, where by products like, Gali, starch, fortified gali, Ebo and tapioca will be extracted. These products have got ready market both locally and internationally at higher cost.

### **Specific Objective:**

Increased cassava production by cassava group farmers in Kagumu and Bulangira sub counties in Pallisa District

This objective would be realized when women farmer groups have acquired modern knowledge and skills in modern farming practices i.e. knowledge in modern farming technologies, soil and water conservation management, disease and pest control and soil fertility management.

### **Name of partner in the project involved in the project were:**

Kagumu Women Association and Bageya Women Association

### **Title of the project:**

Multiplication and commercialization of cassava production in Kagumu and Bulangira sub counties.

**Start date and end date of reporting period:** January to march, 2007

**Target district /sub county:** Kagumu and Bulangira sub-county in Pallisa district.

**Final beneficiaries or target group:**

Kagumu sub county	Bulangira sub county	Total
Male 8,976	8,601	17,577
Female 8,383	8,073	16,456
Total 17,339	16,674	34,033

### Target groups

There were as indicated in the table:

Group Name	No of women	No of men	Total	Parish	Sub county
1.Nalibantyanze Women Association	11	9	20	Pulaka	Bulangira
2. Bakyala Tulamuke Women Group	27	3	30	Kakutu	Bulangira
3.Byalitukaireyo Women Association	22	10	32	Lyama	Bulangira
4. Kadoto Amakalimazibu Women Group	43	7	50	Bulangira	Bulangira
5. Kagumu Twesetule Women Group	11	22	33	Kagumu	Kagumu
6. Nabuli Abaliamo women Group	8	12	20	Nabuli	Kagumu
7. Nkola Bawona Women Group	10	15	25	Nankokoli	Kagumu
8. Kagumu Farmers Association	3	17	20	Kagumu	Kagumu
9.Atalifa Nani	23	2	25	Goli Goli	Kagumu
<b>Total</b>	<b>158</b>	<b>97</b>	<b>255</b>		

## **Project activities**

### **Results/achievements**

#### **1.1 Develop training materials on modern farming practices.**

A consultant was hired in the development of the manuals. 100 copies of the manuals were produced and provided to target groups and other stakeholders.

#### **1.2 A meeting to adopt and approve the manual.**

This being in a rural area, this meeting was conducted to adopt and approve the content suitable for rural areas and all categories of people 25stakeholders attended the meeting.

#### **1.3 Orientation workshop/meeting.**

A one day meeting was conducted to 54 stake holders, i.e. Partner organization, target groups, local leaders and civil servants attended it. This was purposely to publish the project to the community, making them understand the objectives of the programme and the project. 27members of target groups and 27 stakeholders attended the meeting.

#### **1.4 Conduct training in modern farming technologies.**

A three day residential work shop was conducted. 27 members from the 9 target groups were trained.

#### **1.5 Conduct training in soil and water conservation management.**

A three day residential work shop was conducted. 27 members from the 9target groups were trained.

#### **1.6 Conduct a training workshop on disease and pest control.**

There are various diseases and pests affecting crops. 3 members from the 9 target groups were trained in a three day workshop.

#### **1. 7 Conduct training in soil fertility management.**

In order to improve on and manage soil fertility, 3 members from each of the 9 target groups were trained in a three day residential work shop. A total of 27 members were trained.

#### **1.8 Conduct training in post harvest handling, storage and marketing technologies.**

A three day residential work shop was conducted. 27 members from the 9 target groups were trained.

### **1.9 Study Tour**

It was conducted in Namulonge research center to practically learn of what was learnt in the trainings. 36 Participates from all the 9 target groups were taken for the tour.

### **2.1 Development of advocacy materials on local government programmes.**

These were developed. An advocacy consultant was hired to facilitate the development of these materials. The materials included; 100 t- shirts, 500 brochures and 100 posters. A rehearsal was made for accuracy and effectiveness.

### **2.2 Conduct an advocacy and lobbying workshop.**

A two day residential workshop was conducted. 27 participates from the 9 target groups were trained. In this workshop they were introduced on their role in planning, implementation and monitoring of local government programmes.

### **2.3 Formation of coalition committees.**

After orientation workshop, coalition committees were formed from parishes to sub county level. 6 members were elected for each committee.

### **Dialogue Meetings**

Dialogue meetings were conducted between parish council and parish development committee. 9 members of the parish council and 9 members of the development

Dialogue meeting with the sub county council, sub county development committee and sub county technocrats will be conducted. 9 council members, 9 sub county development committee members and 7 technocrats were conducted.

Dialogue meeting with the District council, executive and technical planning committee was conducted. 27 councilors, 10 members of the technical planning committee and 9 Executive were met. These meetings were useful because funds from local government programmes were planned, implemented and monitored by sub counties whose plans were integrated in the district plan. These plans were approved by councils.



## **2.9 Radio talk shows.**

Radio talk shows were conducted on challenge FM in Tirinyi in Pallisa District. The Theme was involvement of smallholder farmers in planning, implement and monitoring of local government programmes, like PMA, PEAP, NUSAF, LGDP and how they could benefit from these programmes.

### **3.1 Establishment of cassava multiplication sites at parish level.**

Multiplication sites were established in every parish, 56 acres of multiplication sites were established by 9 target groups. 5.6Acres were to be established by each target group of 30 members. 5000 bags of improved/ disease resistant cassava cuttings were procured from research centers and distributed to 9 groups.

### **4.1 Conduct training of KADO staff to implement its programmes effectively.**

A 5 day residential workshop was conducted to train KADO staff in human resource management. 8 staff were trained. A consultant was hired to conduct training.

### **4.2 Conduct training of KADO board, partner organizations leaders and farmer groups leaders in group dynamic and leadership skills.**

A 5 day residential workshop was conducted to train KADO board, partner organizations leaders and farmer group leaders. 8 board members of KADO, three members from each partner organization and target groups were trained. A consultant was hired to conduct training.

### **4.3 conduct training of KADO staff in resource mobilization**

A 5 day residential workshop was conducted to train KADO staff in project proposal writing. A consultant was hired to conduct training.

### **4.4 Monitoring And Evaluation.**

This was conducted on monthly, quarterly and annual basis. 12 field visits was conducted by 2 staffs, monthly. Quarterly and annual review meetings of 40 participants were conducted, this meeting comprised of all target group leaders, partner organizations, target groups and staffs.

## **Results/achievements and best practices of the project**



***KADO cassava group farmers at Namulonge research centre on practical training in cassava agronomic practices, soil and water conservation management, soil fertility management and disease and pest control with funding for 9<sup>th</sup> EDF civil society capacity building programme***



***Established disease resistant cassava garden by Kagumu farmers association a target farmer group in Kagumu Sub County under 9<sup>th</sup> EDF civil society capacity building programme***



*KADO member groups selling cassava cuttings to Lutheran federation to be supplied in Katakwi and Amuria Districts after year of cassava multiplication project with funding from 9<sup>th</sup> EDF Civil Society Capacity Building programme*



*Before the project the beneficiaries residence    After the project, the beneficiaries residence*

## **PARTICIPATORY POVERTY RESOURCE MONITORING (PRMT)**

The organization received funding to implement participatory poverty resource monitoring project (PRMT) in Bulangira Sub County

**Purpose of the project was:** To enhance effective planning, implementation, monitoring and ownership of development resources among the local communities, local government technocrats and CSOs in Bulangira sub county in Pallisa District.

**Project title was:** empowering local communities to plan implement and monitor development programs in pallisa district

**Project summary was**

The limited participation of beneficiary communities in the needs identification, planning, budgeting, implementation, monitoring and evaluation of development programmes, is one of the challenges causing slow progress in alleviation of poverty, quality service delivery and development in Uganda.

Planning and implementation of policies is top –bottom driven, both at national and lower level. Programmes have often been introduced without prior knowledge and involvement of communities. As a result, beneficiary communities have not fully owned development initiatives and their sustainability are therefore not ensured. At the same time beneficiary communities are not empowered to understand their obligations in the development process as well as to demand for their entitlements and accountability from the duty bearers. The duty bearers have also not taken responsibility to account to the beneficiaries, taking community disadvantage of lack of awareness on their responsibility and roles under decentralization program

There is evidence of top - bottom approach as reflected in the lack of consultations of communities. This is also reflected in the way civil society organizations and Government conceive their projects and programmes without full involvement and participation of the communities (**partners working with EU Human rights and Good Governance program, 19<sup>th</sup> May, 2003,**) and (**Poverty Resource Monitoring and Tracking Model (PRMT)**),

Whereas a lot of development programmes like universal Primary Education, Universal Secondary Education, Northern Uganda Social Action Fund( NUSAF), school facilities grant ( SFG) European development programs( EDF) primary health Care( PHC), National Agricultural Advisory Services ( NAADS) and Local Government Development Program (LGDP) are being implemented in Pallisa district, little development has been realized in relation to funding.

Most Infrastructures such as roads, classrooms, health centers, boreholes among others are not properly owned by local communities due to lack of full involvement in planning, supervision, implementation, and monitoring. This is causing a number of them breaking down without community concern- maintenance.

Poor service delivery still exists in public institutions evidenced by little turn up for services and performance.

Institutional governance structures such as school management committees, water users and health management committees are not acquainted with their roles and responsibilities. They also lack knowledge and skills in appropriate monitoring and feed back to communities.

**The cost of the project was Ushs 1,995,200 (One million nine hundred ninety five thousand two hundred only)**

**Project activities included:**

- Mobilization for training in participatory poverty resource monitoring model (PRMT)
- Sharing of human rights issues for participatory poverty resource monitoring with stakeholders in 4(four) parishes of Bulangira sub county
- Dialogue meeting with Sub county council and Technocrats
- Dialogue meeting with District council and District Technical Planning Committee (
- Follow-up on Council Resolutions
- Feed back meetings in the 4parishes of Bulangira Sub County

### **Results of the project**

- The community of Bulangira was empowered and demanded for re construction of a pit latrine at kakunyumunyu primary school that was poorly constructed and collapsed after the contractor was paid all the money meant for the work. The new latrine is in place in a good condition and functioning
- Community advocated form fencing of Bulangira health center iii and it was done.

Community demanded to be involved in planning, implementation and monitoring of local government programme and last financial year 2007-2008, there was bottom top planning compared to the previous years 2006-2007. CSOs were invited in the annual district budget conference to present their annual report and budget. The district integrated CSO work plans into the district plan. Kagumu and Bulangira sub counties invited community members attend sub county budgetary meetings. Parish chiefs conduct parish budgetary meeting in which communities identified the priorities and made their work plan which was presented to the sub county.

A contractor was awarded a contract to construct a pit latrine in kakunyumunyu primary school In Bulangira Sub County in Pallisa district and was paid 50% of the total cost of the contract amount. I.e. Ushs 1.850,000 (one million eight hundred fifty thousand shillings only) the contractor was doing shoddy work and when the school administration refused to continue with the construction. In the course of constructing the pit latrine it collapsed. The school administration reported to the sub county local authority to block payment and also intervene in

the scandal but nothing was affected. The district engineer went a head to process payment of 50% (1.850.000/=) to the contractor.

After empowering communities on their rights and entitlement under this program (PPRMT), they followed up the issue from the sub county to the district. The engineer was held responsible and made the contractor to re construct anew latrine.

It is in use and good condition.



***PRMT dialogue meeting at Bulangira Sub County Headquarters, a Parish Co-coordinator addressing community concerns to the Sub County authorities.***



***A pit latrine that collapsed in  
Kakunyumunyu primary school and the  
Pallisa District authority effected all  
Payment to the contractor***



***Anew pit latrine constructed by the  
same contractor when the  
community demanded for anew  
latrine after being empowered of  
their rights***

## **ADVOCACY**

The community of Kagumu Sub County was empowered in advocacy and lobbying under the project. This was a component of the project planned activities and it was purposely to advocate for involvement of farmer groups in planning, implementation, monitoring of local government development programmes, and integration of farmer plans in the sub county and district plans. Coalition committees were formed from parish level to the sub county to monitor development programmes and report to local authorities.

The community of Kagumu sub county received funds under northern Uganda social action fund (NUSAF). The community allocated these funds to construct a laboratory at Kagumu secondary school. Community project management committee (CPMC) was elected to manage the

construction of the project. The committee indirectly took a contract to construct the laboratory. Part of Funds for the project was misused and the work hard reached a stand still without proper explanation to community. Misuse of the funds was under the influence of some politicians and technocrats. The chairperson LC111 of Kagumu sub county had earlier realized misuse of funds and wrote a letter to the district NUSAF coordinator, chief administrative officer, bank manager among others to suspend withdraw of funds form the project account and also come on the ground to establish value for money as per the work done. Nothing was done instead the CPMC liaised with said officers and ignored the chairperson's request/order. The CPMC was given ago ahead to withdraw funds of the project for use. Coalition committees mobilized the community and demanded accountability from the CPMC. The CPMC failed to produce accountability and it was terminated and forced to return some resources meant for construction of the project.

Anew committee was elected to mänge the project and it was successfully completed and handed over to the community. This was as a result of community empowerment in advocacy under the project.



***Kagumu secondary school completed laboratory is in use.***

***Students were washing laboratory equipments in preparation for chemistry practical***



## **OTHER ACHIEVEMENTS OF THE 9<sup>TH</sup> EDF CIVIL SOCIETY CAPACITY BUILDING PROJECTS**

- In the project, staff capacity was built in proposal writing by the programme management unit of which they were using the knowledge and skills acquired to lobby for funding so far, two development partners had been acquired through proposal writing before the end of the project that is research triangle institute international, Civil Society Fund and global fund for malaria.
- Increased and effective implementation of project using donor funds. Our accountabilities and reports have never been questioned.
- Increased network and collaboration with other CSOs and local government. From time to time Pallisa district invite Kagumu development organization to its forums where we present our success stories.
- Increased production of disease resistant cassava variety (**AKENA**) to an average of 10 acres per parish in the sub counties of Kagumu and Bulangira.
- Increased incomes through sales of cassava flour and stems of which Nabuli Abaliamo Women association bought a plot and grinding mills, Kagumu farmers association initiated saving and credit scheme and Kagumu women association.
- Increased adoption of modern farming practices by the farmer groups that most of them could use two to three methods in crop production.
- Acquired cassava processing Machines i.e. cassava grater, chipper, press, roasting pan water drums tarpaulins, jellycans among others.
- Received the second best practice award under the programme

### **Lessons learnt;**

- There is still poor attendance of community members in meetings. When they are invited for meetings they demand for allowances.
- Local government technocrats and other service providers take advantage of little turn up for meetings influencing them to make decisions which are not of their interest hence top bottom planning.

- Some communities still believe that they are not the masters of civil servants. They fear to demand services and accountability from service providers.
- Sustainable market and good prices influences farmers to under go collective production and marketing of agricultural produce e.g. farmers collectively sold their cassava cuttings to Lutheran federation without interference of middle men.
- Intermediary organization played a big role in mentoring the implementing organizations in the project. For KADO all our reports were in time and not queried at all.