



# CIDI

Community Intergrated Development Initiatives

# ANNUAL REPORT 2015



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## List of Acronyms

CLTS	Community led total sanitation
PHAST	Participatory hygiene and sanitation transformation
CBTs	Community based trainers
CFs	Contact farmers
CTC	Child to Child strategy
VHT	Village health teams
DHE	District health educator
MARPs	Most at risk populations
DIT	Directorate of industrial training

## 1.0 Message from Executive Director



Dr Fulgensio Jjuuko  
CIDI executive director

This year 2015, has brought the implementation of the 2011-2015 strategic plan to an end. A number of achievements have been registered with over 43,000 community beneficiaries directly reached by all our community empowerment programs this year bringing the total cumulative number to 223,000 over the last five year period. On the other hand, we have provided a lot of material support to the communities that we serve including; Water and sanitation infrastructure, Value addition equipment, and transportation equipment in addition to empowering a number of community social accountability structures (Groups and Key Individuals) with the capacity demand for improved service delivery from their duty bearers.

These tremendous achievements are attributed to the financial, material and technical support provided to communities by our development partners and our commitment as CIDI in integrating key development approaches and practices into our programming.

It is with great pleasure that I present you our 2015 annual report and wish you good reading.

Dr Fulgensio Jjuuko  
CIDI executive director

## 2.0 Message from Human resource manager



The contribution of human resource capacity as a pivotal element for effective development among communities, organizations and the world at large cannot be underscored. CIDI is very cognisant of this fact that is why this year the Human resource department spearheaded review of the organizational structure and development of a new human resource staffing plan to ensure effective implementation of the 2016-2020 strategic plan which was also developed this year.

A number of policies were developed and operationalised to support CIDI's strategic focus of strengthening internal systems towards supporting an integrated community program. This coupled with our strong values of; Transparency and accountability, Professionalism, Results oriented, Teamwork and Community participation will go a long way in ensuring that staff meet their performance expectations in the next implementation period.

As you read through this report word by word please know that such achievements would not have come to pass without a strong HR function that puts extra focus on; attracting and retaining a quality personnel team and instills values of commitment to greater performance.

Henry Kibirige, source manager

### 3.0 Who we are

Community Integrated Development Initiatives, CIDI was founded in 1996 as a not-for-profit NGO to mobilize and empower communities to conduct activities that would; Increase Food and Income security, Promote primary Health Care, and ensure Environmental protection. CIDI responds to community needs through implementing interventions within its four thematic program areas of; Sustainable agriculture, Water sanitation and hygiene (WASH), Health promotion and Policy advocacy.

#### Vision

Communities enjoying a decent life free of hunger, poverty and disease

#### Mission

Promoting sustainable community livelihoods through; Income and Food security, Water sanitation and hygiene, good Health and Community advocacy

#### Our Strategic Goals:

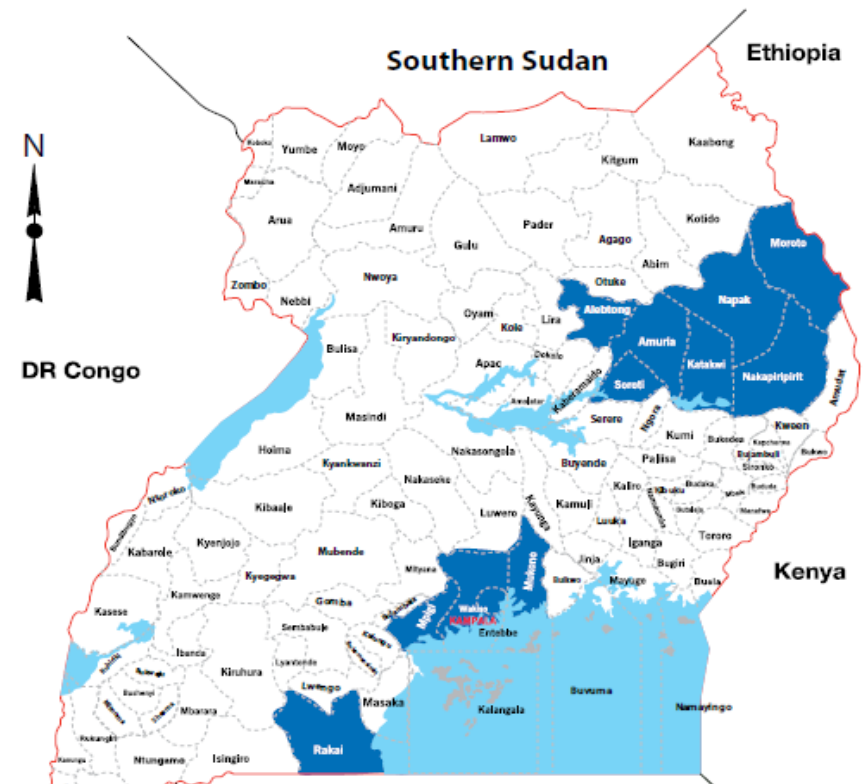
CIDI is driven by the following strategic goals:

- i. Improve access to clean and safe water, hygiene and sanitation services for the target poor communities
- ii. To improve house hold food security and income generation among the rural poor subsistence households
- iii. To contribute to increased community awareness and health literacy on accessibility, disease prevention and promotion of healthy lifestyles and productive population
- iv. To increase the capacity of local communities to be their own advocates in bringing about positive change in their lives

### 4.0 What we do

CIDI mainly focuses on actions that directly improve the lives of the poor, vulnerable and marginalized communities in urban, peri-urban and rural areas. We support communities through implementation of development interventions in our four thematic areas of; Water sanitation and hygiene (WASH), Health promotion, Sustainable agriculture and Policy advocacy. CIDI also contributes to reduction of unemployment among the youth through provision of vocational skills. We currently operate in 10 districts of Uganda

MAP OF UGANDA SHOWING OUR AREAS OF OPERATION



## 5.0 Executive summary

This year 2015, has brought to an end the implementation of the 2011-2015 strategic plan reaching out to a total number of over 43,299 community beneficiaries through our community development programs of; WASH, Sustainable agriculture, Health promotion and Policy advocacy.

The WASH program increased access to safe water and improved sanitation services to over 12,500 Ugandans in Districts of Kampala, Napak, Katakwi and Amuria through provision of 35 water facilities, 13 sanitation facilities set up 29 O&M committees and directly sensitized 4526 beneficiaries on WASH issues. New innovations in sanitation marketing and credit were also brought on board.

Agricultural Interventions in the Districts of Soroti and Rakai reached 3911 farmers with skills and knowledge in modern sustainable agricultural practices at both household and farmer organization level. As a result 70% of Households are in position to take at least two meals a day despite the current seasonal variations especially in the east. Cooperative organizations were able to increase their sales to an average of 3 tons hence increased incomes while 19 youth groups are actively engaged in different IGAs.

In an effort to improve SRH & MCH outcomes and empowering citizens to demand for improved health service delivery, we reached over 9,000 beneficiaries including MARPS, community groups, VHTs and health workers.

Policy advocacy at community level empowered 6888 beneficiaries with skills to improve engagement and strengthened over 30 social accountability structures.

## 6.0 Key Highlights of 2015

The annual Planning Workshop

The year kicked off with a theme “Promoting CIDI’s visibility and advocacy through the Written Word”. Adhering to this theme would require adequate planning therefore a workshop to support preparation of the years activities was conducted. All staff participated in this exercise where a number of project and departmental work plans were developed and aligned to CIDI’s strategic plan and CIDI’s M&E framework to ensure effective performance.

### Advocacy strategy development



Advocacy being central to CIDI’s programming there was need for CIDI to define its advocacy agenda as an organization. With support from USAID through PATH, a workshop was held where a number of policy advocacy issues were identified across CIDI’s thematic areas. Goals, objectives, tactics, influencers and messages to support the pursuance of these issues were generated and developed into the overall advocacy strategy for CIDI for the next five years.

## Strategic plan development process



This year brought to an end the implementation of 2011 – 2015 strategic plan. This meant that a new plan to guide CIDI into another implementation phase 2016 to 2020 was necessary. A number of participatory planning activities were conducted by all staff spear headed by the M&E department and facilitated by our partners PATH and Initiative Inc, these included; Performance review of the previous strategic plan, Stakeholder analysis through Appreciative inquiry, market environment scanning, Visioning exercises, Strategic alignment, development of; M&E framework, HR plan, Financial and Operational plan. By the end of the exercise all staff had been empowered with Strategic planning skills which helped them to own the strategic plan for effective implementation.

## Annual Performance review

The year climaxed with a review of performance of the years achievements. All project and program managers from CIDI's head office and regional field offices made accountability of their implementation through oral presentations to the entire staff team. Discussions were held and performance gaps identified out of which action plans for improvement were developed.

## 7.0 Our Results

### 7.1 WASH Program



The CIDI water sanitation and hygiene (WASH) program is implemented in both urban and rural communities of Uganda including Kampala, Napak Katakwi, Amuria and Bulisa districts. The main goal of the program is to contribute to improved livelihoods through increasing access to safe drinking water and improved sanitation. Currently the WASH program is being implemented through 5 projects; Three projects in Kampala district, one in Buliisa and one in three districts of Katakwi, Amuria and Napak. CIDI employs numerous approaches to deliver her urban and rural WASH program activities including; CLTS, PHAST, Sanitation marketing, Advocacy, and Networking and collaboration.

### 6.1.1 Achievements

#### Community mobilisation, sensitisation and training

During this year we have directly empowered 4526 beneficiaries with sanitation and hygiene knowledge and skills through community mobilisation channels like; Radio programs, forum theatres, community drives and WASH campaigns.

### Strengthening Community WASH structures

We have set up over 29 community WASH structures in form of operation and maintenance (O&M) user committees to sustain our hardware facilities. The include 10 in Kawempe municipality 6 in Lubaga municipality and 13 in Karamoja region. A Village savings and loans subcommittee has been attached to each of the O&M committees to strengthen our sustainability strategy.

### Improved access to water and sanitation through WASH infrastructure

We have provided a total of 35 Water facilities including; 18 Boreholes, one valley dam, 15 Rain water harvesting tanks (RWTs) and 7 drinking water tanks to schools and public health facilities hence increasing access to water to a total of 12,500 Ugandans.

We undertook construction of over 13 sanitation facilities including; 12 Toilet facilities with related Hand washing facilities, and provision of cleaning materials and tools thus improving sanitation and preventing sanitation related health conditions for over 9000 people.

### Establishment and empowerment of school sanitation clubs

We operate in a total of 26 community primary schools. This year we have set up 8 school sanitation health clubs (SHCs) to promote WASH best practices among pupils for improved sanitation and hygiene.

### Better collaboration, networking and research

We have continued to strengthen our partnerships with the different actors in the WASH market. Key in this is KCCA where we have participated in a number of events including; the KCCA research sharing workshop, the Kampala sanitation week, Kampala Urban Wash For a, UWASNET where we belong to 3 working groups i.e Urban water and sanitation working group, Hygiene and sanitation working group and the Good governance working group . Two (2) consumer perception surveys in relation to WASH were produced and disseminated to various stakeholders.

### Support to Fecal sludge management in the City

CIDI has undertaken fecal sludge collection and transportation in Kampala and

this too has contributed to improved environmental sanitation and health in these areas especially Kawempe municipality. Within the year CIDI through ADB/AWF procured 3 cesspool trucks which charge a pro-poor emptying rate in the city. This is a critical contribution to the KCCA's plan of promoting water borne toilets in the city and greater slum upgrading strategy.

### Sanitation marketing and Credit facility

Through revolving credit, CIDI has extended small loans to poor households in the urban slums of Kawempe and about 21,000 people have so far directly benefited from this initiative. This too has contributed to improved access to improved sanitation in the slum communities of Kawempe-Kampala.

### Case study: Emptying of household fecal sludge made easy and safer. A case of Kawempe Municipality, CIDI cesspool emptying services



Fecal Sludge(FS) is the slurry or semi-solid material, which accumulates in the collection systems of on-site sanitation facilities, like pit latrines, aqua privies, pour flush or septic tanks. FS contains all infective organisms excreted with human faeces. Depending on the health of the population several species of pathogenic



bacteria, viruses, parasites and helminths may be found in the faeces. Due to this fact the safe and effective management of FS has to be a priority in keeping the communities clean and safe.

Under the KUPSIP Project (Kawempe Urban Poor Sanitation Improvement Project) funded by African Development bank (ADB)/ Africa Water Facility and in partnership with KCCA, NWSC & NETWAS, CIDI has developed effective models for safe emptying, collection and transportation of fecal sludge, with focus on informal settlements in Kawempe division by acquiring three cesspool trucks. These serve as vacuum tankers for emptying septic tanks among households in Kawempe Division. They can operate up to 35m away from an installation and to a depth of 3 to 5 m. The sludge can be removed safely thus protecting the health of the operators and the public, and it is more economical in terms of waste disposal since it empties sludge faster.

The trucks have started operating in the five parishes of Kawempe I, Bwaise I, Mulango III, Mpererwe and Kanyanya. The intervention has already demonstrated its feasibility and the community has shown its appreciation. What remains to be seen is adequate support from the partners for sustainability.

Article compiled by; Rose Mwambazi and Dr Mark Nadjafi

### Challenges for WASH Program

1. The current commercial tariffs charged for water used in the toilet facilities is likely to constrain the users through increased costs of operation. There is thus need to reduce water tariffs for the pro-poor communities to facilitate efficient and effective use of the water borne toilets that are now being promoted in Kampala by KCCA.
2. Ever changing policies & standards especially in the city
3. Inaccessible roads in informal settlements makes provision of improved wash services a challenge

### Lessons learnt through implementation

1. Access to sanitation credit through revolving fund and cesspool emptying services stand out as key innovations to improve sanitation in the urban poor communities who are always challenged with limited resources.
2. Transient nature of urban populations requires intense follow ups if development

interventions are to be impactful

3. The poor when mobilized through existing community structures can contribute to sanitation improvement in their areas.
4. Regarding sustainability, contribution from users [user fees for the public toilet facilities and cesspool emptying services], revolving loan repayment for acquiring household sanitation facilities irrespective of the number of stances with flexible repayment period and low interest rates is a clear indication of sustainability for the project benefits.

## 7.2 Sustainable Agriculture

Our agricultural program runs in two districts of Soroti and Rakai where we are implementing two projects SIDP and CESL respectively, that have over the years supported farmers at household level, organised them into groups and associations, and currently transitioning them into cooperative organisations for increased production and productivity.

### Improving livelihoods at household level

Through our extension staff, contact farmers (CFs) and Community based trainers (CBT), we have managed to build capacities of 3911 community members (2491 males and 1420 females) in modern sustainable agricultural practices through; trainings, sensitizations, field visits and exposure learning visits. As a result, 80% of farmers have acquired more knowledge and skills in sustainable agronomical practices and other alternative income generation activities. Household acreage has improved leading to 70% of Households able to take at least two meals a day despite the current seasonal variations especially in the east. Community members were mobilized to sell 80433kgs of coffee (FAQ) collectively through their cooperatives, where they enjoyed better prices as a result of bulk marketing hence increasing their income levels. 9 youth households were supported with solar energy panels that increased their access to solar energy for lighting, phone charging, men and women salon hence increasing their income.



Sentongo Kirigwajo Anatoli aged 31 from Kiyovu Village, Kiyovu Parish, Lwanda Sub County earns a commission as a CBT to finance his tomato garden and small retail shop

### Capacity building for farmer organizations

We have built capacities of 29 youth groups, 61 farmer groups and 08 farmers' associations all of which were facilitated during the year to register as primary cooperatives. They have been provided with skills in leadership and governance, resource mobilization, marketing linkages and value addition, records keeping and management. CIDI has mobilized farmer assoc members to register with respective farmers' cooperatives and become full members to enjoy the associated benefits. Of the 8 associations, 5 are fully registered cooperatives. Cooperative membership has risen to 1375 members where 372 have fully paid up shares. Each of the established cooperative has been supported with value addition equipment and establishment of an independent management committee to run the operations of production and marketing. Currently 4 out of five cooperatives have these committees in place composed of; a manager, machine operator and marketing officer.

The value addition equipment and factories in both Rakai and Soroti have continued to generate income through; milling charges, moisture meter charges, and selling of husks which have contributed to financial suitability of the cooperatives. 311 tons of produce was bulked and marketed this year.



Bulking & collective marketing of coffee among members of Lwanda Farmers' Cooperative Society Ltd

### Promotion of Village saving and loans associations (VSLA) model

Our VSLA models continued to increase access to convenient and cheap financial services for the community members through their associations. This has been done through; strengthening their leadership structures, capacity building and provision of seed capital. During the year, over 300 farmers were trained in basic financial management and book keeping and a total of 40 million was provided to two farmer associations as seed capital. As a result, membership has increased from 320 members last year to 380. The total average monthly savings have increase at a rate of 10% while uptake of loans has increased at a rate of 17%. The community has appreciated this support because it has bridged the gap caused by limited banking services in rural communities.

## The youth: The demonstration farm model and IGAs



Hassan (in green T-shirt) one of the youth for Tukolerewamu Youth Group in charge of daily management of the poultry project received from Operation Wealth Creation program (OWC)

As a primary focus group of our strategic plan, the youth are supported to improve their livelihoods through building their capacity in managing their own income generating activities. This is done through setting up demonstration facilities where all converge for technical skills from our extension staff. Each individual is expected to utilize the technical support to set up their own IGAs at household level.

### Giving farmers a common voice through Advocacy

All supported farmer associations and youth groups have been supported to establish advocacy structures in form of advocacy sub committees to coordinate and pursue advocacy issues on behalf of their fellow members. 41 trainings and sanitization meetings were conducted among 1351 community members targeting lobby and advocacy skills, resource mobilization, dialogue engagements and strengthening linkages.

Farmer advocacy efforts have yielded the following results this year. Various stakeholders and development partners including; Operation wealth creation (OWC), Feed the future and Presidents office have supported farmer cooperatives with over 80,000 coffee seedlings, 1,000 grafted mangoes and oranges, motorized spray pumps, poultry and improved bean seeds which have been distributed among cooperatives and youth group members.

### Challenges

- Prolonged droughts have affected farmers' harvests and collective marketing
- The political campaign period which slowed down the implementation processes Limited funds to effectively support the farmer cooperatives for their sustainability and independence.
- Poor attitude of farmers towards community based facilitators

### Best practices and Lessons Learnt

- Linking the youths to different duty bearers and stakeholders through technical assistance increases their chances of accessing the needed services and builds their confidence
- Conducting participatory enterprise selection helped to identify the viable enterprises for the youths.
- Group Demonstration gardens provided a great opportunity for the youths to have collective practical on-site learning under the mentorship of CIDI extension officers.
- Formation of sub committees to undertake specific roles and responsibilities within the groups and assoc promoted power sharing, transparency and accountability among members to avoid internal power struggle.
- For the cooperative to operate successively/sustainably, members should enjoy certain benefits compared to non-members e.g. in collective marketing, they should be able to get better prices compared to non- members to keep them motivated to sell their produce through the cooperative.



Milling machine used for value addition during Cassava processing.



Processed Cassava flour ready for the market



Cassava flour being loaded for the market

## Success stories

### Boosting the economic potential of cassava through farmer organisation: Case of Katine Integrated Farmers Development Association (KIFDA)

Using its farmer organization model through support from Caritas Denmark under the UGOPAP project, CIDI has over the last seven years built capacity among farmers of Soroti District to improve their livelihoods and incomes by organising them into small groups which later merged to form bigger associations. Currently the associations are being supported to transform into cooperative societies.

KIFDA started way back in 2007 with 15 groups and had 375 members drawn from three parishes of Ojom, Oculoi and Olwelai. To take advantages of the economies of scale, in 2009/2010 KIFDA mobilized its group members and formed an association with a membership of 191 members drawn from 15 groups of which 70% were women. The association model was aimed at supporting farmers in; increasing production and improving quality to take advantage of the available market demand.

These farmers were originally small scale farmers known for subsistence production with challenges such as; poor agricultural practices, poor market orientation, lack of value addition capacity and lack of capacity to demand for support and services from other partners and authorities. According to the association chairperson, they also had very low bargaining power in the market, receiving low returns from their produce. In her own words Mrs. Ageo phoebe says "The sale of small amounts of low quality products meant that farmers have very little bargaining power hence low incomes". Due to limited market orientation, there was also a challenge of poor attitude to large scale commercial production.

CIDI intervened to bridge that gap through building the capacity of farmers to organize themselves bulk their produce, add value to it and market the final product collectively. To ensure this CIDI provided a number of trainings in a number of areas like; Organizational management and governance, Financial management, Resource mobilization, Value addition, Collective marketing, Advocacy etc. To ensure quality production and sustainable agricultural practices(SAPs) at household level, CIDI continued with its field extension service model of using contact farmers and field staff.

To ensure quality production and meet the market requirements CIDI realized a need for a value addition strategy so KIFDA was provided with a value addition equipment in form of a Cassava milling machine that could process cassava on a large scale. For efficient management the association was provided with transport means and supported to recruit and facilitate a management team to manage the operations of the mill.

With formation of the association, majority of group members sell their cassava directly to the association which has led to increase in sales tonnage from 2 tons in 2011 to 7tons per month. There is observable improvement in livelihoods and incomes among members with most of them able to take their kids to schools and put up modern shelter for their families. They attribute this success to CIDI through Caritas Denmark.

Story compiled by:  
Sam Lukanga teamleader  
CIDI Soroti office

## Promoting entrepreneurship skills development among the youth of Rakai. The CAPCA Youth integration pilot project, the potential for scale up

As a strategy for improved youth inclusiveness and participation in agriculture under the CAPCA project in Rakai district, CIDI is implementing a two year youth integration pilot project where 9 youth groups are being supported. Provision of skills and engaging them in a number of income generating activities (IGAs) is one of the strategies being used for attracting the youth into agriculture and maintaining them active in their respective groups.

One of the skills that has proven effective with great potential for growth is metal fabrication. CIDI facilitated 35 youths to undertake apprenticeship training in metal fabrication; the youths were attached to 03 trainers from their respective sub counties for six months. They were commuting from home and report at the workshops at 11:00am after helping their parents/guardians with domestic work and in the gardens. 30

were able to complete the training and had acquired the necessary practical skills to make metallic doors, windows, chairs etc. Eight were retained by their trainers and are currently employed as welders. The rest have expressed interest to startup their own workshops but lack the necessary startup capital to buy necessary equipment. The ones that are employed at the workshop have reported improved income hence are able to save more at the group VSLA. The rest have also expressed appreciation of the skills

given to them and feel more attached to their groups than ever before.

Basing on such a retention strategy among others, CIDI is supporting the youth in setting up demonstration gardens for each group where they converge to acquire modern skills in sustainable agricultural practices which are then cascaded down to their own households. Its such skills that will later facilitate smooth integration of the youth into the adult farmer organizations.



Fig1. Youth with their trainer Mr. Sirajje a person with a disability, at his workshop in Kasasa.



Fig 2 & 3, Youth that are currently employed by their trainers

## Livelihood improvement through voluntary savings and loans association (VSLA) initiatives – ACASE OF GRACE ASIO



Grace in her mature 2 acre cassava garden



Grace has diversified to brick making business



Grace's semi complete house



Grace's mum completed house

With most of the financial institutions being located far away from the reach of majority of the community members, coupled with the biting poverty, majority of the farmers could hardly believe that savings initiatives were possible under the circumstances. When consulted about how much each of them was saving per month, the common response was usually; "Savings is a practice of the rich and the educated.

CIDI through the SIDP III/ UGOPAP project funded by Caritas Denmark integrated a village savings and loans association scheme (VSLA) strategy into the parent farmer associations that the project is majorly supporting. One of the vibrant VSLAs is that of Asuret community integrated farmers association (ACIFA) where the life of one of the members Mrs Grace Asio has been totally transformed.

Grace lives in Otaaba parish Obule village in, Asuret Sub County Soroti District. She reports that before the idea of savings she always kept her money at home in their grass thatched house which one day caught fire and burnt her belongings including the money.

In 2012, Grace joined ACIFA VSLA scheme where she was trained in; Savings and credit and Enterprise selection. The assoc mandated members to save a minimum of 2,500= initially, increased to 5,000= and currently at 10,000= every fortnight. In her own words she acknowledges that the key success factor of this VSLA is the organized leadership and management

team that has simplified her work.

"The loan borrowing process is very short and easy because a transaction can be initiated and money received in one day. The interest rate is 10% per month payable for at least three months, the membership has increased leading to increase in total savings and hence availability of adequate funds to borrow".

With this conducive environment, Grace managed to save and borrow money which has enabled her son to complete High school in a good Kampala City school and her daughter completing a course at YMCA. She also invested the money in commercial agriculture where originally she used to cultivate half an acre of cassava, but now she can cultivate at least 2 acres and sells the produce through the association. She has used the income from cassava to diversify into brick making business where she sells bricks to the community and retains some for herself. As a result she has constructed two houses; one for her mum and one for herself. She has also constructed a structure for rearing chicken. She attributes this success to the training in savings and loans management and enterprise selection that was provided by CIDI and subsequent capacity building and technical support provided by its extension officers.

Compiled by: Apio Dorcus,  
Field extension officer CIDI Soroti,  
March 2015

## Attitude and incomes through modern piggery management practices among the youth; A Case of Otatai youth group, Asuret Soroti district

As a strategy to interest more youth into agriculture, CIDI is supporting 20 youth groups in 5 subcounties of Soroti district under the Soroti integrated development program (SIDP III) supported by Caritas Denmark. Located in Owolo village, Otatai parish and Asuret Sub County in Soroti District, Otatai youth group is one among the 20 groups being supported. It was formed in 2011 with a total of twenty three (23) members. The major purpose of forming the youth group was to work out the most appropriate way to improve the livelihood of the youth in Otatai parish through enhancing agricultural productivity through pineapple growing and pig rearing.

CIDI built the capacity of all members of the group through a number of community trainings on; Enterprise selection and management, On farm demonstrations and Exposure visits with the aim of enabling them get basic knowledge and skills that would give them exposure and enable them select an agricultural enterprise that would best benefit them within their environment. The group was provided with agricultural inputs and given technical support where they engaged in; Cultivation of pine apples and piggery farming. The enterprise that

proved effective was piggery farming where the group was supported with an exotic breed of pigs (One boar (01) and two (2) gilts) as parent stock but were able to multiply it to over 30 piglets within the first year of the intervention. The piglets were shared among the group members which by the end of year2 had reached maturity stage. Currently each group member has an average of two gilts which are sired by the parent boar at most twice a year to produce more piglets. The piglets are further sold to other members of the community for income generation. Members who received male piglets have fed them to maturity and sold them off.

During a focus group discussion, majority of members confessed that before CIDI intervention in 2011, Otatai community members had in the past reared local breed pigs where they used free range method which seemed very cheap however often times the pigs kept moving from one side of the village to another destroying crops in the neighborhood which caused conflicts and posed a threat to food security. Worse still the free range system exposed the pigs to the deadly swine fever and eventually killed all the pigs in the village. By 2011 the village was hardly left with any pigs around and the attitude of

“

***“The crossed pigs are better because of their faster growth, thus shorter maturity periods compared to the local pigs, they could also be fed on local foods, and that confining the pigs in a pig style makes it even much cheaper and less risky especially on disease control and management”***

pig rearing in Otatai was greatly detested by almost everyone in the village, and this consequently resulted into a situation where pigs were regarded as a curse. On the other hand, to majority of the youth, none of them had ever heard about or reared improved exotic breed pigs. They believed that the improved breed were very delicate and could easily die, could only eat specific assorted foods and generally very expensive to manage but after CIDI's trainings we were able to set up the recommended styles and with time we have realized that this particular breed is easy to look after and commercially viable. As stated by the chairperson of the group,

Members have reported improved incomes and demonstrated improve skills, attitude and knowledge in pig rearing and believe that piggery business is their future. They attribute this change to CIDI's trainings in enterprise selection, financial management and consistent routine extension services.



Fig1 & 2 CIDI Soroti field extension officers inspecting parent stock. Fig3, 4 & 5, Mr Olaria Emma one of the youth benefitting from the piggery project happily mixing feeds and feeding his healthy pigs. He has been the most successful in multiplying the parent stock with 5 adult ones and ten piglets

Story compiled by: Ojuul David, Field extension officer CIDI-Soroti Aug 2015



### 7.3 Health promotion

The goal of the National health policy (NHP II) focuses at attaining a good standard of health for all people in Uganda in order to promote a healthy and productive society. However despite the improvements in the health of Uganda's population over the years, the country is still far from the ultimate goal of health for all. CIDI's health promotion program focuses on bridging this void and hence the following achievements of 2015



#### Behavioral change communication (BCC) for HIV Prevention

Through the community peer education and referral strategy under the CSF project in Rakai district, we were able to reach 9317 people with BCC messages of; Abstinence, Faithfulness, Condom use, HIV testing, Prevention with positives and Safe male circumcision (SMC). As a result, 160 men were able to access SMC services, 35 accessed ART services, 2259 underwent HIV testing, 588 mothers referred for PMTCT, 822 couples reached and a total of 115,278 condoms distributed.

#### Health promotion among MARPs



A total of 200 MARPs peer educators were selected and trained in good SRH practices including BCC. Through snow ball sampling approach they were able to identify and cascade BCC messages to a total of 3664 MARPS. Of those 605 were linked to economic support activities.

#### Maternal and child health promotion

6750 mothers, health workers and VHTs in Wakiso and Luwero districts were empowered with Maternal and child health care skills including; Nutrition, Family planning, Malaria prevention, Reproductive health, newborn and child health care, antenatal care and PMTC.

#### Promotion of Health rights and Advocacy

Over 30 community groups and CBOs with a total of 5098 beneficiaries were empowered with health advocacy skills and sensitized in Health rights in the districts of Mukono, kayunga, Luwero and Nakasongola. As a result, sub county forums for dialogue with duty bearers have been established out of which a number of issues have been resolved at community level. Through CIDI's support, coalitions have been setup at district level where issues that cannot be resolved at sub county level are advanced by partner CBOs. Issues ranging from drug stock outs, malaria prevention, Non functionality of HUMCs and SRH for youth are high on the agenda. Out of this, increased networking and participation of CBOs in district planning activities has been observed.

#### Health disaster risk reduction

CIDI provided 2 placenta pits, 2 incinerators, 2 rainwater harvesting Tanks and 1 drainable pit latrine among 3 public health facilities in Napak and Amuria districts. This has led to increase in number of ANC attendances and deliveries as revealed by our field monitoring reports. We have also averted health conditions that are caused by poor sanitation practices through our community led total sanitation (CLTS) strategy where we sensitize and provide basic materials to rural communities to set up sanitation facilities. A total of 84 households were able to set up toilets and drying racks on their own in their homesteads in Iri Napak district and Okungur in Amuria district.

#### Case study: The community participation challenge

Lessons from the implementation of the health program this year reveal that much as citizens understand their health rights and entitlements, they still lack knowledge in understanding their responsibilities as far as responding to community health needs is concerned.

Through the various interactions that we have had with the communities where we operate especially through our advocacy and BCC interventions, its clear that

communities have full knowledge of what is due to them as far as health service delivery from the government is concerned however their mandate as far as primary prevention of diseases at community level is concerned is still wanting.

The government through the district health office (DHO) has done what is within its means to ensure that non communicable disease conditions are prevented through a number of interventions ie; Massive sensitizations, Immunization, HCT, Condom distribution, eMTCT, Training of VHTs, Distribution of mosquito nets etc, however a number of issues relating to non responsiveness of the community are very evident among communities including; poor use of mosquito nets, maintenance of dirty and bushy surroundings, poor health care seeking behavior, poor male involvement in eMTCT, poor attendance of health campaigns, poor maintenance of water sources, and lack of toilets in households among others.

### What have we done?

Utilising the community forum model under our advocacy program, CIDI is empowering communities not only in understanding health rights but their responsibilities as well. We are cognizant of the fact that utilization of existing community structures is essential in ensuring effective health programs so we are utilizing the HUMCs, VHTs and District health educators (DHE) to pass on information on rights and responsibilities during community forums and dialogues. These structures have vast knowledge in a number of health issues therefore we are leveraging on this resource to integrate health education into our advocacy interventions

## 7.4 Policy advocacy Program



CIDI is cognizant of the fact that an empowered community that can understand their rights, entitlements and responsibilities and duty bearers that are responsive to people's needs is critical for the realization of human rights and improved social service delivery. CIDI therefore integrates advocacy and good governance practices in all its community program areas of WASH, Health, and Agriculture. This year we achieved in the following result areas.

### Strengthening community social accountability structures

CIDI utilizes existing community social accountability structures to leverage on already built capacities. Where need be CIDI sets up new structures to ensure effective implementation and strengthens synergies of existing ones. This year, a total of 30 advocacy structures (advocacy committees) were set up from existing community groups of women, youth, people living with HIV (PHAs), CBOs, MARPs, VHTs, HUMCs, SACCOs, School management committees, School health clubs, Local leaders etc. These will act as our entry point to the community in the next implementation phase of CIDI programs. For each of these groups a leadership structure has been put in place and two advocacy focal persons (Advocacy champions) have been identified and selected as a key voice for the group. A number of trainings have been provided to enhance their advocacy capacity, while a number of policies and guides have been translated and simplified for effective articulation and engagement.

### Community participation and engagement

Establishment of community advocacy forums at each of the supported sub counties is a strategy that we have adopted to enhance routine interaction and engagement between the community and duty bearers. A total of 22 quarterly forums were initiated in the districts of; Kayunga, Nakasongola and Luwero. During these forums a number of activities take place including; Conducting dialogues where the community advocacy champions present their issues on behalf of the community and duty bearers respond to them, Community sensitization especially on issues relating to health rights and responsibilities and Action planning for issues raised. As a result 6888 (3825 Male, 3063 Female) participated in these forums across all our programs.

### Community awareness in advocacy, rights and responsibilities

A total of 7833 community beneficiaries were directly reached through; Dialogue meetings, community forums and barazas and training workshops. Areas of focus this year were; Basic advocacy and lobbying skills, Human rights, Budget monitoring, Reporting and action planning, Communication and negotiation skills. Improved awareness has been demonstrated by the community through increased participation and engagement in community forums and dialogues and ability for them to develop their own action plans for follow up with the duty bearers. From

such engagements, a number of issues have been able to be solved at community level.

### Promoting Duty bearer responsiveness to community concerns



CIDI's desire to have a vibrant empowered community aware of what is due to them requires duty bearers with a positive attitude and will to recognize the citizens' right to demand for; accountability, transparency and quality service delivery. CIDI takes keen interest in this by; creating awareness about citizen rights and providing capacity for monitoring policy implementation among duty bearers. We reached out to 41 local leaders in Nakawa, Mulago, Lubaga and Kawempe municipalities including; Local LCIII councilors and Division mayors. They were trained in Budget formulation and monitoring processes, Roles of councilors, KCCA waste management ordinance and Orientation in the New Public Finance management act (PFMA). They were able get access to budget information through giving them access to the budget website and there has been improved attendance in budget conferences.

### Organization capacity strengthening

CIDI's Advocacy collaboration and partnership efforts yielded enormous benefits for CIDI as an organization in form of technical support capacity from partner organizations. With support from USAID, our partners PATH and RTI conducted two Organisational advocacy capacity assessments where a number of potential capacity gaps were identified. From this process we were provided with a number of trainings and onsite technical mentorship including; Resource

mobilisation, Advocacy strategy development, Community mobilisation, Advocacy communication strategy development, Financial management, Developing data flow charts and guidelines, Budget monitoring and Strategic planning.

### Community success story:

Through advocacy skills we now have a voice. A case of Kamira Sub county People Living with HIV (PHA) Group Luwero District

Kamira Sub County in Luwero District has one of the highest HIV prevalence rates, however the PHA groups of this Sub County are referred to as 'moving coffins' simply because of the high rates of stigma within communities. Based on this, they are often left out when it comes to participation in various development activities within the Sub County. When CIDI selected Kamira PHA Group as an entry point to the community advocacy interventions under the USAID/ ABH project, an avenue was opened for them to have their issues amplified. It is in one of the dialogues according to Mr. Kibojera the group advocacy champion that they came to find out about PHA funds at the Sub County which they had never accessed or been provided. This revelation prompted the group to resolve on writing officially to the Sub County petitioning the leadership for the funds. The L.C III chairperson gave them a date of 18th August, 2015 where 11 people met the sub county leadership. The chairperson informed them that PHA funds are budgeted for and allocated but they remain unutilized due to failure of demanding for them. He advised us that if we want to benefit from those funds we should write officially through the secretary for health.

The training we received from CIDI enabled us to organize the information systematically in our letter with evidence and submitted it to secretary health. After two weeks we were called to receive our check. This knowledge and skills have also enabled us to freely talk about our health rights and entitlements which was not the case before. We have been able to inform the leadership about the medicines we lack and these have been planned for in the recent orders at our health facility.

Much as we have got this empowerment, some of our members still fear to stand up and raise their issues. For others, they are aware and willing to engage but the available engagement channels are not very well streamlined.

According to Kibojera, as a group they have encountered some challenges; for example the youth are not very easy to mobilize and sensitize because they are always asking for transport refund. The in charges at the respective health Centre's are not very willing to respond to some health issues and politicians disturb them a lot because they tend to mix development with politicking.

Story compiled by; Christine Nakamanya,  
CIDI Advocacy coordinator Luweero

Most significant change story:

## Lobbying and Advocacy skills finally deliver clean and safe water to the farmers Of Adamasiko Village Katine subcounty Soroti District



Before

*Thanks to CIDI that brought the idea of empowering the farmers not only in sustainable agricultural practices but also with knowledge and skills of lobbying and advocacy so that we can be able to demand for better service delivery and support from government and other service providers. We now have easy access to clean and safe water, and I believe disease outbreaks will now reduce, and so is the money that we have been spending on treatment of water related diseases such as diarrhea and typhoid. Says; Ageo Phoebe the chairperson of Katine farmers association (KIFDA).*



After

Over the years, leaders of farmers groups and associations in Katine sub-county Soroti District had consistently submitted their requests to CIDI to come to their rescue and provide them with a clean water source within easy reach for the community members. Whereas CIDI was aware of the magnitude of the challenge, the resources envelop and the focus of support from the funders could hardly meet such community needs. In many cases, the farmers were advised to lobby for support from the sub county local government but many of them would not even imagine that they would be listened

to by the leadership of Katine Sub County.

As an effort to empower farmers to lobby and demand for better services from their duty bearers, CIDI has built capacity in lobbying and advocacy skills among farmers under the SIDP III project that is being implemented through support from Caritas Denmark. It was not until this empowerment was done that the farmers of Adamasiko village, Ojom parish organized themselves and demanded for provision of a water source from the Katine sub-county authorities. Over the years, this parish had no access to clean

and safe water and all that was available was an open water pond where residents would share water with animals which exposed them to a number of water borne diseases including malaria, typhoid and diarrhea.

The residents engaged the sub-county authorities' overtime who contracted a private company that constructed a shallow well bore hole for the community. They attribute their success to the advocacy and lobbying skills that were provided by CIDI which helped them to create a strategy of capitalizing their

engagements on leaders that mattered and very key in decision making and influencing the deliberations of the sub-county council meetings. These included the LCIII chairperson, the parish councilor for Ojom parish, and the speaker of the council.

Currently the health conditions of Adamasiko community have improved due to access to clean and safe water.

Story compiled by: Asingo Anna Sophia,  
Field extension officer CIDI- Soroti District,  
Dated: 4th-March-2015

## 7.5 The CIDI training centre for gardening and landscaping (TCGL)

CIDI-TCGL was set up with the aim of reducing unemployment among the urban youth through provision of vocational training in the field of gardening and landscaping. This vision is directly in line with the national development objective of Enhancing Human Capital Development through Business, Technical, Vocational education and Training (BTJET). It is also in line with CIDI's mission of improving peoples' livelihoods and creating self sustaining communities.

With support from Misereor KZE and the Ministry of education (MOES/DIT) the institute trains marginalized, unemployed youth with a minimum of O-level education for a period of two years for an award of an ordinary Diploma. Packages for other sections of the public interested in this field are also available in form of short courses with an award of a certificate.

The following was our contribution this year.



Students during experiential practical learning

### Introduction of a new curriculum into Uganda's education system

CIDI-TCGL in collaboration with the Ministry of Education and Sports through the directorate of Industrial training (DIT) and other stakeholders set up the national curriculum for Landscape Gardener Level 1 & 2 and participates in setting national exams. As a result, CIDI-TCGL is the only recognized assessment center in Uganda for exams for Landscape Gardeners.

### Enrollment, training and graduation of students

During the year, CIDI-TCGL trained and graduated a total of 84 students 52 students completing a two years training course while 32 students completed various short courses. 24 students have received a workers pass from the Ministry of Education & Sports after successfully taking part in a short course. The short courses allow us to address a completely new clientele of practitioners in the field of gardening who are for one reason or the other not able to attend the 2yrs course. Part of Training fees are sponsored by the Ministry of Education and Sports as part of the "Skilling Uganda" program.



Students at an Alumni Meeting

### CIDI's Contribution to youth employment

Through our alumni tracking system, we are able to track students who completed training through their contacts. This year over 80% of students who graduated in the previous year had acquired employment 15% of whom had managed to start their own companies and are currently self employed.

### Income generation through Plant production

CIDI-TCGL is producing and offering a wide range of plants. Approximately 2500 plants of different species were sold at end of year 2015 to markets around Makindye division and national exhibitions like CBS-POWESA. The income generated from plant sales was able to meet over 16.5% of our expenses.

## Improved collaboration and networking

We were able to successfully startup an annual Flower Festival where we showcased our work to the public and the community around us. This was done as part of our marketing and promotion strategy to improve product sales and visibility of the School.

As part of our longterm partnership with Makerere University Land use and urban planning department, we received regular exposure visits by university students and lecturers. This also contributed to visibility and credibility.

## Key Lessons through implementation

1. Development and utilization of a results oriented annual work plan is a key activity which should be done collectively by all staff members since it is good for learning activity implementation and routine assessment of progress.
2. Promotion of our activities remains the driving force behind our sustainability as an institution therefore it should be addressed continuously.

## 7.6 Governance, Administration and management

### 7.6.1 Organisational management

In preparation for the next five years of implementation, a new strategic plan was developed whose focus is; Strengthening internal systems to sustain CIDI's integrated development implementation approach. This created need for the review of the existing administrative structure which led to the inclusion of the positions of; Assistant executive director, Program coordinator, Resource mobilisation officer, Business development manager and Compliance officer. Our vision, values and strategic goals were reviewed and integrated into the SP to guide our strategic direction for the next five years. The strategic development process having been conducted internally improved our planning, learning and adaptation skills while strengthening participation and teamwork.

### 7.6.2 Human resource management

Our focus as a department this year was to promote a results oriented organizational culture through strengthening HR and administrative systems. To achieve that, a total of 6 HR policies were developed, disseminated and integrated into CIDI's HR manual. These policies include; The Induction policy, Anti corruption policy, Vehicle management policy, Interns/ volunteer policy, Zero tolerance policy and Social media policy. Two HR guidelines ie; Hand over procedures and Recruitment/ appointment procedures were also developed. A biometric clocking in system for tracking staff attendance and work hours was introduced, while most of the vacant

positions were filled. As a result staff attendance and performance has improved.

### 7.6.1 Financial management

The Finance department continued its routine activities of ensuring effective custody and utilization of resources with a key focus on strengthening financial controls. This year, our key achievement was the automation of the financial management system through procurement of accounting software and operationalising it at CIDI main office. This has led to; quick processing of funding requests, timely submission of financial reports to our stakeholders, timely preparation of audits and reduction in errors.

### 7.6.2 Resource mobilisation

CIDI's resource mobilisation efforts continued to blossom over the last 12 months with focus to retention of existing funding sources and soliciting for new ones. As a result, all 5 projects targeted for continuity of their subsequent phases were renewed and two new ones brought on board bringing the total number of running projects to 15. Four consultancy and advisory services were won.

### 7.6.3 IT

Commitment of the IT department to maintaining constant uninterrupted information flow within CIDI departmental units and offices led to the following achievements in the year 2016. Upgrade of CIDI's network was done through; Setting up a client server network system architecture and purchase of network devices including; New router of TP link type, Ethernet switches of TP Link 8 port, New wireless modems with speeds of up to 300mpbs and Cat5 media cables. The CIDI website was Upgraded with a more secure version with better professional display features which led to improved demonstration of CIDI's work hence improved visibility. New IT hardware was procured including; 2 New digital cameras, 2 Network photocopiers and printers. The network is more secure through annual renewal of Kaspersky licenses, weekly data backups are being maintained while the email system is up and running for all the 62 staff at head office and field offices.

### 7.6.4 Performance management (M&E)

The year 2015 saw the beginning of a transition of CID's activity based M&E system to a more results oriented one. A new M&E plan was develop to monitor and evaluate the performance of the CIDI's new strategic plan. Its primary focus was to inculcate a results oriented organizational culture among CIDI's staff and management so as to increase the effectiveness of CIDI's programs.

The M&E department held the annual planning workshop from which all annual departmental results oriented workplans were developed. These guided all organizational activities through the year. We took lead and coordinated the strategic plan development process, two M&E trainings were held for both field office and head office staff, two performance review workshops were done for 15 projects out of which action plans were extracted and followed up, Monitoring visits were done for each of the 15 projects, while a total of 36 reports were reviewed for quality assurance before submission to donors.

The unit provided a total of 31 technical support sessions to staff and management, Supported documentation of CIDI's results through production of 2 newsletters and publication of 8 success stories to CIDI's website. 10 data collection tools were developed, CIDI's website modified and upgraded, monitoring of data entry into MIS done and Data quality assessments conducted for 8 projects.

From the above activities, significant improvement in quality of reporting through reporting beyond activities to reporting on results (outcomes), improved knowledge in M&E by staff, improved strategic planning skills, improved data entry and reduction of data errors have been observed this year. M&E staff also benefited from capacity building activities from programs for instance advocacy trainings which has enhanced our programming skills.

### **Technical support from Horizon 3000 NT**

As part of organizational capacity development, Horizon 3000 provides technical support to CIDI through its Technical advisor on M&E and documentation. As a result of this support this year, 2 newsletters have been produced, GPS coordinates from a total of 32 sites were captured and digital maps produced, MIS data entry was improved, one evaluation conducted for TCGL, CIDI website upgraded and technical support on all M&E activities was directly provided especially field monitoring.

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### **8.0 Contributors to 2015 Results**

This year's results have been made possible through the following projects; The WASH program has been supported by; Kawempe urban poor sanitation improvement project (KUPSIP) supported by Africa Development Bank/AFW, the School WASH project supported by WATERCAN Canada, the WASH Drought mitigation project supported by Misereor and the Buliisa Water Sanitation and water resources Community partnership project supported by TOTAL in partnership with GIZ. Caritas Denmark has continued to support the sustainable Agriculture UGOPAP program under the SIDP III and CESL projects in Soroti and Rakai respectively while the Health promotion program was supported by Civil society fund (CSF). The Policy Advocacy program was supported by; USAID through PATH & RTI with its two projects of Advocacy for better health (ABH) and Governance and accountability program (GAPP) respectively, Danish peoples Aid (DPA) for the CA-WASH project, Democratic governance fund(DGF) for the TEKASSAP Project and Comic Relief for the Equitable water access project.

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**CIDI**

**Community Intergrated Development Initiatives**