



KULIKA UGANDA

Transforming Livelihoods

SINCE 1981

ANNUAL REPORT 2017



Transforming Livelihoods



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Message from the Chairperson, Board of Directors



“ For the last 30 years, Kulika Uganda has been working with students and farmers to transform livelihoods... ”

As an alumni of the Kulika Education scholarship programme I accepted the invitation to serve on the Kulika Board with joy and gratitude. After two years of serving on the Board, I am even more humbled to have been appointed by the Board of Trustees to Chair the Kulika Uganda Board. I wish to take this opportunity to thank the past Board Chairperson, Dr. Gudula N. Basaza for steering the Board and providing the oversight role for Kulika Uganda over the last period.

I also wish to acknowledge and thank the staff team of the organization that was led by the Acting Executive Director Joseph Kasibante. The team stood together and kept the organization going during the challenging period of the sickness and loss of the Executive Director, Ms. Christina Sempebwa (RIP) up until the recruitment of the new Executive Director. I wish to congratulate and welcome the new executive Director Mrs Magdalene Amujai Ogwang. I trust that her long programming experience with Kulika Uganda will be handy for her in discharging her new strategic leadership responsibility.

For the last 30 years, Kulika Uganda has been working with students and farmers to transform livelihoods. As we progress with the implementation of our new Strategic Plan for the period 2017-2022, we will strive to remain one of the leading organizations promoting Ecological Organic Agriculture to drive community growth and economic prosperity. Over the coming years, our continued commitment to facilitate and drive opportunities for growth and prosperity will be more evident. Kulika Uganda will continue to invest in fostering community prosperity through enhanced livelihoods.

The first year of the strategic plan started with enthusiasm and we achieved considerable outreach with the message of ecological organic agriculture. We trained 2,750 youth and engaged them in value chain development for beans, maize and apiray. We conducted consultancy work at our training centers for 3 organizations that sought our services. We supported 2 communities with social business activities specifically marketing of soy bean and coffee. The honey business entered its 3rd year and we are becoming more entrenched, with clear understanding of how to propel its growth further.

On behalf of the Board, I wish to thank all the past and present partners that have supported the organization through financing activities over the years. We thank you for trusting us with your funds as good stewards. In the coming year, the Board will continue to oversee the Vision and Mission of Kulika Uganda to ensure that the communities we serve are benefiting from the interventions for transformed livelihoods!

God bless you all,

Mr. Deogratias Yiga
Board Chairperson

Message from the Executive Director



“..locally generated revenue grew by 12%. The growth was due to the establishment of social business enterprises, increased proceeds from the endowment and various activities at the Kulika Training Center.”

It is with great delight that I share with you Kulika Uganda's Annual report of 2017. It's a presentation of what we did, how we did it and the change in brought to the lives of the people whom we served and the planet in which we work from. It's a demonstration of maturity of the organization and the beneficiaries in the ever changing environment.

We made significant strides during the year in social, economic and environmental dimensions. We delivered services to the deserving communities using community friendly approaches i.e. farmer training, facilitative approach for independence, farmer to farmer extension, farmer linkages to the markets, village savings and credit societies. We made new partnerships and continued to promote ecological organic agriculture.

During the year, we pondered a lot about the limited resources that we had but noted that there can never be enough resources but what is important is to utilize the little you have to achieve a lot. This understanding underpinned our financial envelop.

The 5 year strategic plan (2017-2022) was completed and formally adopted during the year.

The key areas of emphasis include continued promotion of ecological organic agriculture through advocacy activities, farmer training and climate smart agriculture, engagement in social business to reach more farmers, enhancing performance management, rebranding the image of the organization. These ensure that Kulika continues to be a partner of choice in ecological organic agriculture.

We partnered with USAID – Feed the Future to skill 2,750 youth in 5 sub counties, in Mubende district in Beans, Maize and Apiary enterprises.

We successfully implemented a training for AT Uganda to for 10 youth in Masindi district under the project; 'Better Lives- Less Rural Migration'.

Through our partnership with Open University we successfully got funding from Common Wealth Scholarship Commission for 12 scholars to undertake Distance Learning Msc. in Development Management. We continued monitoring 24 learners from 2016-2018, and 2015-2017 academic cohorts.

We implemented a Community skills development project funded by Vitof foundation. Specifically we embarked on developing 1 Community Centre of Excellence in Kamuli district, meant to employ 10 youth within their communities. We successfully wound up Climate Smart Agriculture, Adaption and Mitigation projects funded by Global Climate Change Alliance in Nakasongola district. At least 35 people benefited directly and over 5,000 benefited indirectly through our radio programs on climate change adaptation techniques.

We rendered services amidst turbulent economic conditions by meticulous attention to financial probity which enabled us to meet the targeted community needs. Our pledge is to maintain the highest standards of financial accountability to preserve stakeholders' trust.

Some projects ended during the year and total revenue declined by 24% compared to the previous financial year. However locally generated revenue grew by 12%. The growth was due to the establishment of social business enterprises, increased proceeds from the endowment and various activities at the Kulika Training Center.

We remained vigilant on costs thus achieving a reduction of 15% compared to the previous year. With a significant proportion of revenue contribution generated from local sources, we are hopeful to start 2018 with a good degree of viability which gives comfort in what remains an uncertain economic environment.

Magdalene Amujal Ogwang
Executive Director

Kulika Uganda History

Kulika Uganda started in 1981 by Patricia Brennkmeier who came to Uganda as Social worker. She recognized that many people had lost their intelligentsia to the war and therefore saw it prudent to give opportunities to bright students to study when much of the academic and institutional infrastructure of the country was non-functional.

In 1981 we offered to student scholarships to study at British Universities, initially for students from Commonwealth countries Uganda inclusive. During the first five years, a total of 42 students were sponsored and 27 of these were Ugandans.

On community development, her idea was to work with Ugandan farmers not only to reclaim the eroded agrarian skills but also to provide sustainable agricultural practices for food production. With passion in organic farming, Patricia believed in training skilled farmers to become efficient producers, self-sufficient and sustainable organic farmers that would contribute to the transformation of the Ugandan society.



Patricia profoundly empowered Ugandans to help themselves after the civil war and its aftermath and continues to do so through the work of Kulika Uganda which was her idea and work. It is based on her great contribution to Uganda that Government of Uganda honored her as a hero with a medal for her work on Independence day, October 9, 2015. The life and work of Patricia has been compiled in her biography- "Seeds of Hope" by Leslie Read and Raymond Menino in November 2015.

With the above solid rock, Kulika Uganda established a strong organization with sound values that respect people and the planet.

On the other hand, farmer training flourished from both Urban and the Country side impacting the lives of over 20,000 small scale farmers with the key message of Ecological Organic Agriculture. Working as a catalyst, Kulika enables beneficiaries to solve their own challenges using the resources they have. After building confidence in the practice, beneficiaries are encouraged to pass 'confidence of knowing' to fellow farmers through farmer to farmer extension. This not only build the farmers' capacity but also organizational capacity to make it even better.

Overtime we have richly learnt that EOA has capacity to connect family members, household members, Key Farmer Trainers and the country at large.

This connectedness is so powerful that it overrides the usual open and close principles used in project implementation, it's not just about a quick fix, it's about a person and his/her environment, it's about building a system that works, it's about sustainability!

Each time we evaluate ourselves, we realize that we haven't yet started! The need is too big and requires to continue 'developing solutions collectively'. In all what we do, lies a strong spirit of our benefactor; farmer training, increase manpower with academic assistance and the view that you either do it or don't; it's all done or not done at all!



Our Vision and Mission

Vision:

Enhanced livelihoods

Mission:

To provide relevant skills and technologies to empower rural communities

VALUES

- **Integrity:**
 probity in financial management, accountability and honesty in dealings with all Stakeholders, rootedness in the values
- **Commitment:**
 Hard work, professionalism, effectiveness;
- **Teamwork:**
 Working and acting together in the interest of the common organizational goals;
- **Respect:**
 Appreciative of diversity in communities & environment;
- **Learning:**
 Understanding that the context demands continual change, reflection, development and adaptation

A STEADY PROGRESS TOWARDS THE VISION

Outcome Indicators	Strategic plan target	Yearly Target	Achieved
Number of Policy Research and advocacy initiatives on EOA developed and implemented	5	1	1
Number of networks and partnerships on EOA projects and investments developed and nurtured	10	2	1
Number of EOA commodity value chains developed and promoted	3	3	3
Number of social business projects and investments from base year	3	2	3
% Increase in income over the strategic plan	100%	25%	14%
% increase in income over the strategic plan period	100%	25%	14%
Number of Kulika staff recruited with required competencies	10	2	2
Number of capacity building events carried out to strengthen Kulika as an organization	5	1	2



KULIKA UGANDA

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SINCE 1981



Since 1981

KULIKA UGANDA BOARD OF DIRECTORS 2017 - 2020



Since 1981



Mr. Deografias Yiga
CHAIRMAN



Mrs. Josephine Aliddeki Kizza
MEMBER



Mrs. Julian Omalla
MEMBER



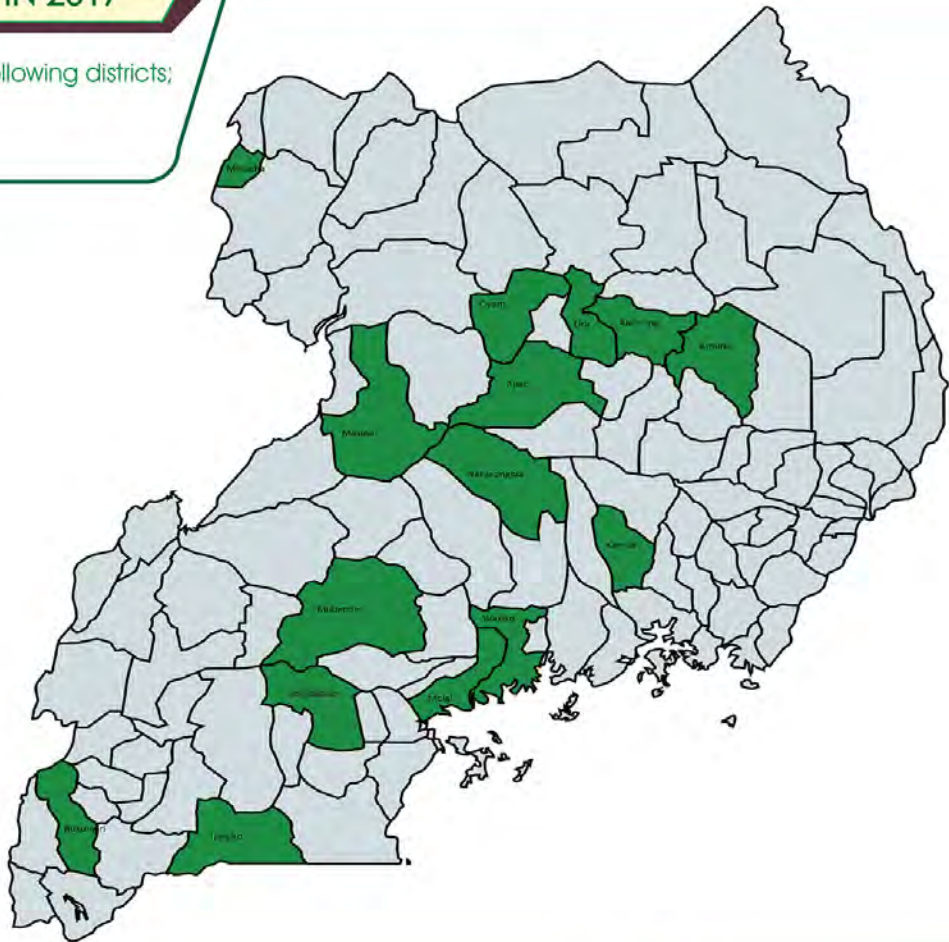
Mr. Alastair Taylor
MEMBER



OUR FOOT PRINT IN 2017

In 2017, we worked in the following districts:

- Apac,
- Kamuli,
- Mubende,
- Nakasongola,
- Oyam,
- Wakiso.



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Objectives for the period 2017

We enhanced Kulika capacity as a Market Leader in Ecological Organic by

- Orienting policy research and advocacy initiatives
- Strengthening networks and partnerships on EOA project
- Engaging communities in climate change resilient EOA
- Developing farmer identified value chains for key EOA commodities

We established functional business projects by

- Developing and expanding Kulika Centre businesses
- Exploring social business opportunities

We increase and expanded revenue to

Ensure adequate funding for operations and grow reserves

We ensured that Kulika remains a partner of choice on EOA engagements by

Engaging with other people through consultancies

We enhanced human resource capability by

Strengthening human resource and management systems

We ensured efficiency and effectiveness in all operations

by Enhancing financial handling and oversight systems

We rebranded the image of Kulika

By Continuous popularization of the organization

Who we worked with

2,750 youth of which 68% were female, youth, farmers
Women and School children 68% of the people we worked with were out of school female youth



Women using good post harvest practices of drying beans in Mubende

**“Atleast 75%
of the girls participated
in the project”**

BY ORIENTING POLICY RESEARCH AND ADVOCACY INITIATIVES;

PROGRAM DELIVERY AND SERVICES

Through simple but effective policies, Kulika realigned activities to address Ecological Organic Agriculture. We undertook benchmarking studies through visits, reports and implementation of some of the projects. Those underpinned our policy making processes.

We noted that Kulika Uganda would do well by piloting the Key farmer trainer concept to embrace the youth as Youth Key Farmers. This policy would later benefit 2,750 youth who are in the official record and another 300 youth who are benefiting off the record. At least 6 members from each of the participating youth families have benefited from the project activities.

The youth key farmers feel proud of being called youth key farmers. In the community, the title changed their status, the community looks at them as people with different level. They are perceived differently in the communities. They are respected by members of the communities. When they talk to members, they are given audience. The youth key farmers receive visits from implementing organizations. They carry out mobilization and are respected.

At sub county level, they interact with the officials and are given audiences. They have got contacts because of their status that has helped in marketing the produce.

The YKF train fellow farmers and learnt the concepts of beans, maize and apiray. Although the training was short the youth were capable of training fellow members effectively in crop agronomy. The youth implemented very fast after the training, meaning that the knowledge and skills learnt were put into practice immediately.



Youths spraying maize against the army worm with locally made organic concoction

We advocated for the use of manure in beans and maize and this was done through encouraging the youth to practice what they had learnt. Although having big pieces of land was the focus in order to achieve the targeted number of



The Youths carrying locally made Bee hive

kilograms per crop, we also put emphasis on yield per plant. Two handful / tumpeco of compost manure was used to fill the holes before planting the holes. Plant tea was added to the plant when the crop was knee high. The use of organic concoctions have benefits to the people and environment rather use of inorganic fertilizers. We were mindful of the use of other key factors in crop growth while upholding the usefulness of manure in crop yields. The comparison made was that ¼ kilogram yielded 120 kgs based on agronomy, variety and manure application. This was the highest recorded performance by the youth. 2kgs and got 487 kgs used compost in the holes. He used to plant 4 kgs and he would harvest 45-47 kgs. The use of tephrosia and neem trees to control army worms. The concoction was made as follows. Pound fresh leaves of tephrosia. Mix in a solution of soapy water from bar soap.

Get a piece of cloth and sieve. Spray using knapsack sprayer/cup/broom for spraying. Don't dilute. It is very effective.

Boil neem tree with soap, sieve and spray. Don't dilute. This is very effective against aphids and beans

We advocated for the use of contours to control soil run offs. Out of 2,750 youth, 1,550 youth made contours on their farms.

We advocated for the use of maize stalks in mulching bananas. Previously, the youth and their families used to burn the stalks, but now it's used as mulch. At least 2,000 youth are using that practice on their gardens

We advocated for making own bee hives rather than buying

already made which was very expensive and limited the production of honey. At least 200 bee hives were made by the youth.

Although not a big number, we advocated for the growing of vegetable for both home consumption and for sale.

At least 50 youth practice growing vegetable for sale. These include cabbage, tomatoes, carrots, green pepper.

We advocated for the use of mosquito nets. They had a belief that use of mosquito nets do not cause suffocation and are not hot.

Through a written policy brief, we advocated for key policies for advancing Participatory Innovation Development and climate change adaptation and mitigation in Uganda

We participated in a dialogue meeting with a technical committee on Natural Resources and environmental conservation to present the gaps identifies in the biosafety and bio technology bill before being presented to cabinet. The Civil Society was against the introduction of GMOs in Uganda or if introduced, then the GMOs would be labelled.

As members of NOGAMU, we participated in a day's meeting on sharing the meeting geared towards finalizing the organic policies. This was an engagement with Members of Parliament and



Ministry of Agriculture to inform them on the benefits of organic agriculture and progress made in organic sector, markets and consumer awareness for organic products.

BY ENGAGING COMMUNITIES IN CLIMATE CHANGE RESILIENT EOA

We popularized the ENR-CSO Network in collaboration with the climate change mitigation and community resilience strengthening best practices. This involved entering into MOU with UBC (Uganda Broadcasting Co-operation), Buruuli FM, to air out 6 Radio Talk Shows and 50 infomercials. The infomercials on work done under the GCCA Project, sponsored by FAO. The infomercials were developed as short audio clips aired out in 3 languages; English, Luganda and Luruli. These were aired out at peak broadcasting periods e.g. after reading of news items, and in the evening after work to attract big listenership. This was for a period of 2 months.

The radio talk shows involved District Administrators, selected best farmers in climate change mitigation, civil society climate change mitigation organizations and technical officers. The process involved identifying best practices and processes selecting topics and organizing discussions at the radio station. All radio talk shows were aired out in the evening. We produced audio DVDs for the talk shows. Through a meeting with stakeholders, we reviewed and documented best practices, success stories and lessons learnt



for climate change mitigation and resilience strengthening. This involved the District, and Sub county, political leaders, civil society organizations and farmers. The documented information was prepared for the publishers. This involved correct analysis of the information documented. The information documented was on success stories, best practices and lessons.

We produced 2 booklets on utilization of water in tree nursery bed and innovations on climate change adaptation and mitigation. The 2 innovations documented the different practices that were followed by the farmers. 28 booklets were produced and shared with stakeholders.



BY DEVELOPING FARMER IDENTIFIED VALUE CHAINS FOR KEY EOA COMMODITIES

Value chain development is in the center of program activities that Kulika Uganda will carry out in the 2017 - 2022 strategy. Our vision of enhanced livelihoods provides us the impetus to go beyond designing projects for food security. In 2017, we supported 2,750 youth to identify value chains and later develop them into enterprises that bring in incomes. Through the process of identification, we worked with the youth to carefully analyse the profitability of each of the identified enterprises. In that way, their capacities were built to look beyond the ordinary but delve into the unknown. It was to think outside the box in response to the needs of the community.

The identification was based on the known ecological crop activities prevalent in the project area. This matched well with the Funders interest of promoting beans, maize and apiry for income generation for the youth. The enterprises identified were seen by the youth as crops that they had knowledge on and also have relatively short growing spans of approximately 3-5 months.

All the activities rallied well with Kulika's vision of enhanced livelihoods and mission of providing relevant skills and technologies to empower rural communities. Within the activities, we encouraged the youth to focus on increased crop yield per acre planted. That meant that the youth used available local manure to grow most of their crops, used quality seed for planting materials, proper spacing, timely planting, proper land preparation, timely weeding and timely harvesting. Some of the manure was made locally by the youth (compost manure) while some was bought from neighboring farmers.

We were interested in building soil fertility after learning that the yields per acre were below the accepted level. There was no clear reason as to why that was happening.

We put a lot of emphasis on using animal dung and compost manure to rejuvenate the soil. Since the manure was never in big supply, we encouraged the spot on application of manure in the holes before planting. With that done, the yields reportedly doubled.

We set out to implement the project with marketing as one of the key activities that needed deliberate action. We studied the area of operation and noted that there were several local buyers in the community. They were not only interested in the project but also in supporting the youth through



buying their produce. We worked with 10 local buyers to buy the produce. Seven of them were composed of the youth groups themselves while the 13 were from other members of the community.

We encouraged the use of this systems because the local buyers had bulking points for the produce and also they offered a much needed service that had a big bearing to the success of the project.

BY SKILLING YOUTH FOR AGRICULTURAL EMPLOYMENT

Engaging youth in agriculture is one of the focus of our strategic plan. We undertook this engagement under skilling youth which is in line with Government of Uganda priorities. The theory of change emphasis was that 'if the youth get trained, they will like agriculture and hence get involved in it for a living' If the youth select the produce of their choice, they would more likely embrace the selected enterprise for income generation.

The 50 youth trained for work readiness not only built their capacity as trainers but as leaders. We developed a practical and employable skills for beans, maize and apiry. It was common to see the 50 youth training group members and taking group leadership by organizing other members to attend community meetings and work.

Through the 50 youth and 3 project staff, we reached 2,750 youth with simple but



effective skills in crop agronomy and apiry management. The Youth Key farmers engaged in training group members so through Youth to Youth extension approach.

Using the acquired skills, we ensured that all the participating youth were constantly engaged in uplifting their incomes by keenly observing key aspects of the selected enterprises i.e. planting early, planting good and secure seed, planting in rows, weeding at the right time, application of manure to double yield per plant, drying off the ground, ensuring correct moisture content and keeping in sacks of the ground by use of pallets. We emphasized each youth participated in minimum of 1 enterprise and a maximum of 3 enterprise.

We also ensured that each youth owned at least ½ acre of the crop of choice and at least 10 bee hives for apiry enterprise. Our focus here was to incrementally build the youth to like agriculture and embrace it. Our social hypothesis was that, if we managed to market the produce, the youth would definitely value what they are doing.

The Youth Key farmers now possess skills to make own bee hives. We noted that one of the most expensive items in apiry enterprise in the bee hive. In order to support the youth to learn and own the enterprise, each youth was

charged with a responsibility to make own bee hive. To date there are 300 bee hives made by the youth.

The approaches used built the capacity of youth as farmers and also increased their confidence. It also contributed to an appreciation of Agriculture as a way of earning a living. The youth capacity was beyond farming as a business but also utilization of the resources within their reach for farm gain.

The youth learnt to use manure (cow dung and compost heap manure) for planting maize. They found this practice very sustainable and had benefits for both environment and the people and yet produce considerable yields. Around resource use, the main lesson learnt by the youth was that, the resources around you are the first source of help for the possible farm requirements you may be looking for.



ENTREPRENEURSHIP, INCOMES AND SAVINGS

From the different enterprises, each youth earned a minimum of Ugx 1,233,435 for 2 seasons of 2017. We encouraged youth to start savings and credit associations. A total of 40 groups embarked on Village Savings and Loans Association.

At least 35 boxes were made for the groups that showed interest to start savings representing 35% of the targeted number. The 35 groups started savings and borrowing money from their group to meet basic individual financial needs. The repayment rate for the loans was at...%. Total savings to date from 35 groups amount to.

We worked with the local banks operating in the area to provide financial literacy to the youth. At least 70 of the youth opened bank accounts with the banks and 50 of them got loans to boost their farm production.

When the youth doubled their yields through implementation of good agricultural practices, they reported increase in incomes. Some youth bought plots of land with the proceeds from the sales they made.



YOUTH-LED CAPITAL AND COMMUNITY ENGAGEMENT ACTIVITIES

As leaders, they have participated in community activities. Their built capacity enabled the youth to become sensitive to community needs for which 5 primary schools got assistance from the youth in form of free labor to repair toilets, construct urinals, fixing classroom doors, made tip taps for the schools for hand washing, dug pits to separate bio and non-biodegradable materials. They repaired feeder roads, repaired borehole points, made humps to reduce by motorcycles/vehicles on the community roads

With the skills gained, one youth (Mr. Yiga Joseph) was identified by Mild may Uganda to carry out mobilization, training and data entry activities in the community. Through him, other youth have got opportunity to carry out mobilization and were paid allowances for the work done. With the built capacity, one youth was made Assistant Coordinator with Food for Thought organization. He is paid a salary for his work. Another Youth got employed by Rotary Club to manage group loans.

We registered at least 3 groups of youth who look up the buying of produce from members.

SKILLS FOR DEVELOPMENT ACTIVITIES

During the year, we conducted MSc. in Development Management under our Education Scholarship Program. The scholarship is funded by the Commonwealth while the course is offered by the Open University (OU) in UK. This scholarship opportunity builds the scholars' capacities in managing Development, linked to sustainable development projects in Scholars' agencies, as it explores the establishment of the necessary inter-organizational relationships as well as research into establishing best practices in sustainable development. We conducted day schools for the scholars given by various tutors from the Open University.

Together with the Open University, we engaged in the long recruitment process for new scholars early in the year, following the media advertisements for the available scholarship opportunities. Unlike in the past, our target for scholars comprised development related organisations only in Ugandan. The selection process, which involved scrupulous screening of applications and references eventually, gave rise to fifteen (15) nominees, out of whom, twelve (12) were awarded the scholarship. The scholars commenced their course in November, joining their predecessors; the 2015 cohort, who are currently writing their final theses.

During the year, Kulika organised eight (8) Day-schools/tutorials, where different tutors from the OU engaged the scholars in face-to-face interactive sessions at the Kulika Uganda Secretariat (Nsambya). These sessions created more insights for the learners in their course development aspects/content and also consolidated the partnership between Kulika and the Open University/Commonwealth. Currently, there are twenty-two scholars on this scholarship.

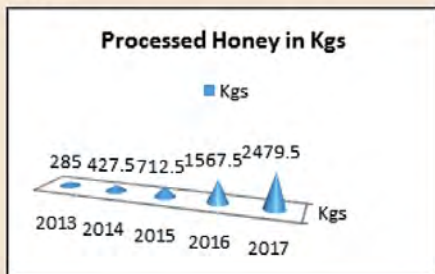
The MSc course enables the learners to develop negotiation and brokering skills, creating models for implementing sustainable development goals. The graduates act as change agents in their immediate communities for improvement of livelihoods.



DEVELOPING INCOME OPPORTUNITIES AT THE KULIKA TRAINING CENTRE

We engaged in income generation projects at the Kulika Uganda Training Centre. This is Kulika's journey of building own finances to support the development projects. We developed projects that have a potential of growth in the coming years and yet resonate well with the vision and mission of the organization.

We processed honey under the brand name; KaTu Honey, We maintained the highest of standards from beneficiaries, commercial farmers and partners' right from hive location, post harvesting to the harvesting stages of the entire process. This helped us ensure that the honey meets the set quality parameters by UNBS (Uganda National Bureau of Standards).



We noted 60% increase in processed honey and 100% increase in selling points.

We initiated the keeping of layer birds and focused on producing yellow york eggs. This was mainly achieved through emphasizing good feeding regimes and good management of the chicken. Currently we have 1,450 layer birds of which 450 already laying at 68% laying rate. Because of the good egg quality, we registered a big market in a very short time and that propelled us to double our stock and production.

We started wine making from fruits such as rosella, pineapple. We brewed our wine longer to fulfill the organic standards of quality product. We ensured that both brewing and settling took the natural processes.

During the year, we kept pigs and sold both porkers and piglets. Although the pigs were mainly for demonstration and training, we sold extra stock to raise income to support the enterprise.

We grew 10 acres of maize to supplement the feed stock for the small animals. The harvested maize was equivalent to 10 million worth of feeds that would have been bought to feed the animals.

We grew chia seed as a pilot crop at the Kulika Centre. Although we didn't achieve what we had planned, we learnt many lessons from which the future crop will be based on.

We hired out facilities i.e. accommodation rooms, conference hall and outside space to schools, churches and NGOs. We hosted 18 different workshops at the center indicating that more people are learning about the existence of the center and its good ambience.

During the year, the Namayumba Town Council approved our architectural design for the road side market. The ongoing establishment of the road side market is a response to support the Kulika Training Centre is giving to the farmers within the locality. The market will aid the selling of fresh garden produce. In the next year,



SOCIAL BUSINESS PROJECTS

During the year, we navigated through social enterprise development. This was an idea that had been growing over the years and we realized the value it adds to the work we do. We demonstrated to the farmers that bulking the produce was possible for them to earn the ultimate benefit from it. The soy bean bulking was new to the farmers who had been used to selling individually at farm gate prices.

We embarked on buying of soya in Apac and Oyam districts, benefiting 180 farmers of which 30 were women. The farmers bulked their produce and was bought from central locations according to the farmers' choice.

Through this approach, the project provided the farmers with ready market for their key agricultural product (soy bean) and enabled them to get a fair price of at least Ugx



1,300 per kilogram. A total of 20 women and girls were involved in soy bean cleaning using local methods while 15 young men were engaged in loading and offloading the bags from the Lorries that transported it from the bulking points to the market. Secondly, the business targeted to earn Kulika Uganda a total profit of 2.5 million per month and 10 million at the end of the trading period.

We extended the social business concept to 4,700 coffee farmers with slightly different approach.

With support from Friends from UK, we secured a soft loan of Ugx 4,000,000 to support the farmers in buying the coffee. The money will be used by the farmers to trade 3 times before it's paid back. From the field reports, the farmers bought... coffee from members.



STRENGTHENING NETWORKS AND PARTNERSHIPS ON EOA PROJECTS

Kulika Uganda strengthened collaboration with other organizations as indicated below;

We signed the following Memorandum of Understanding;

With USAID to implement a Youth Leadership in Agriculture project in Mubende targeted 2,750 youth from 5 sub counties.

With NASECO to supply clean planting materials for maize for the youth. We received clean maize seed to sell to the youth key farmers in Mubende. The seed equivalent to Ugx 7,464,500 was sold in the second season of 2017. Following the MOU with NASECO, Youth farmers were given 15 demo plots of both Longe 10 and Basooka which performed well. In some plots, Bazooka variety put 3 cobs instead of 2.

With Health Centers of; Nabingola, Kigando, and Kibalinga to offer medical services and key information on life skills to the youth. They participated in the training sessions organized by Kulika Uganda and delivered medical services to the youth.

We received the following certificates;

From Uganda Association of Private Vocational Institutions (UGAPRIVI) as a member of Private Vocational Institutions

From Directorate of Industrial Training (DIT) an accreditation as an assessment Centre to conduct competence based assessments in line with Uganda Vocational Qualifications Framework (UVQF). We paid membership fees.

During the year, we continued to pay memberships fees for the following partnerships;

NOGAMU to promote organic agriculture among farmers in Uganda. We paid membership and participated in Meetings of the organization during the year.



Ugo-cert to promote local certification of agriculture production, processing and trade for quality, best market demand, economic growth and sustainable future. We paid share capital and participated in all Board and Annual general Meetings during the year.

PELUM Uganda to promote agro ecology. We paid membership and participated in all Board Meetings and

other community activities of the organization during the year. We participated in Indigenous Food Fair and we declared winners. We congratulate all the farmers who took part in this event.

ENR-CSO-Network; we paid membership and participated in meetings and shared information related to Natural Resources management.

Scope Uganda to promote permaculture in Uganda. We paid membership and participated in the Board meetings

We received a certificate of appreciation from AFIRD Uganda for supporting Sustainable Development of Organic Agriculture in Uganda

We had no better words to express our great thanks to the development partners, friends and benefactors than to inscribe their names in our Donor Tree. We take this opportunity to thank all the present and past partners of Kulika Uganda. You have contributed to improvement of livelihoods in Uganda! Forever we shall be indebted to our benefactor Patricia Brenninkmeijer! May your big dream Live on!



LESSONS LEARNT

- Sustainability of any project calls for beneficiaries and all stakeholders to participate fully. In that way project goals are achieved.
- There are a lot of opportunities for the youth. Many organizations would like to work with the youth and are happy to work with the already mobilized groups
- Youth are willing to contribute own resources for the enterprises selected as long as there is market for the produce.
- Undertaking cost benefit analysis helps in making decisions on the enterprise to develop and engage in.

• Village savings and loan association are important ways of bringing farmers together. Through such avenues, farmers are reached easily.

• Stakeholder engagement and involvement is very important in engineering success of a community project.

• Building the capacity of the beneficiaries in taking lead in key project activities is very important to the sustainability of the project.

• Enabling enterprise development helps farmers to understand key stages along the value chain

• Improved seed work well when planted with organic manures, the yield per plant increases by 50% from the ascribed number.

• Youth farmers through experience learnt that organic manures increase yields and sustains production better compared to inorganic fertilizers. This is based on the two seasons they have been practicing the technologies.



SUCCESS STORIES

● One Youth Key Farmer from Kigando Sub County, Mr. Lawrence Sserugunda reported that over 4 years, he has been harvesting 45kg to 50kg of maize from his garden before the training. After he implemented the simple but effective technologies of applying compost manure in the holes as he planted the maize, the yields have increased drastically from 56kg to 487 kgs in the same plot and for one season.

● The Youth Key Farmer, Mr. Crissy Taremwa Kibalinga Sub County supervised 2 demonstration plots of Bazooka variety from NASECO Seed Company, each plot was planted with 400gms of maize seed. The yield recorded at the harvest period was 120kg.

● Another plot was in managed by The Youth Key Farmer, Mr. Ssebuufu John supervised another plot in Nabingola Sub County. They planted 500gms of Bazoka maize variety. They yield recorded was 210 kg.

● In all the plots, compost was added during planting, one seed was planted per hole and they observed timely planting among other good agronomic practices that were implemented.



FINANCE

We acknowledge with much appreciation the financial and other support we have received from our partners. We have been able to empower less-privileged communities with life changing skills. Our pledge is to maintain the highest standards of accountability to continue to deserve stakeholders trust.

- Kulika UK
- Feed the Future Uganda - Youth Leadership for Agriculture Activity
- Vitol Charitable Foundation
- British Overseas Agricultural Trust
- Prolinnova
- Global Climate Change Alliance (GCCA)
- The Tudor Trust
- Massachusetts Institute of Technology
- The Open University in Partnership with the Commonwealth Scholarship Commission
- Devon Development Education
- Rotary Club of Abingdon
- Former Kulika beneficiaries
- Special Friends across the world

Financial Statements

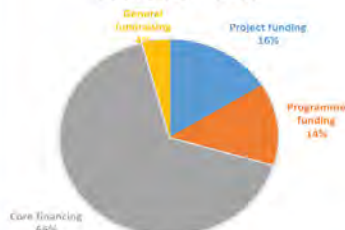
The summaries indicated below have been extracted from the audited financial statements which were prepared in accordance with the Generally Accepted Accounting Principles and audited by M/s Carr Stanyer Sims & Co. The auditors' opinion was that the statements give a true and fair view of the financial position of Kulika Uganda as at 31 December 2017, and of its financial performance for the year then ended in accordance with the Generally Accepted Accounting Principles.

The statements reflect a decrease in project funding compared to the previous period. This was primarily because of some of the project ended during the year. There was slight growth in locally generated revenue. We remained vigilant on costs thus a reduction in costs to the previous year.

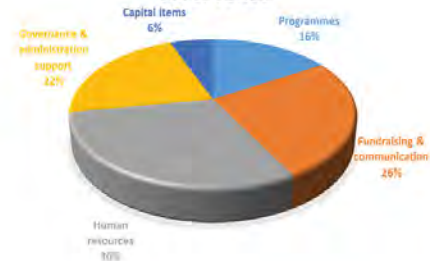
Summary Income and Expenditure for the year ended 31st December 2017

Income:	(Ushs)
Project funding	158,531,011
Programme funding	133,261,033
General fundraising	40,127,424
Core financing	652,418,160
Total Income	984,337,628
Expenditure:	
Programmes	159,196,664
Fundraising & Communication	255,525,234
Human Resources	296,096,787
Governance & Administration	215,860,908
Capital items	57,735,354
Total Expenditure	984,414,947

SOURCES OF FUNDS



USE OF FUNDS



GOVERNANCE, MANAGEMENT AND STAFF

Kulika Uganda underwent a change of Board of Directors leadership where 2 members; Dr. Gudula Naigaga and Ms Ketty Lubanda left after serving their 2 terms of 3 years each.

Dr. Gudula Naigaga served as a Board member chairing Programs and Fundraising Committee and later as Board Chairperson, while Ms Ketty Lubandi served as a chairperson of the Finance

Committee. In the same year, Mr. Deogratious Yiga was appointed as a Chairperson of the Board of Directors, Mrs Josephine Kiiza, Mr. Alastair Taylor and Mrs. Julian Omala were appointed as Board members. Kulika Uganda wishes to thank Dr. Gudula Naigaga and Ms Ketty Lubanda for the distinguished service they rendered to Kulika Uganda communities and stakeholders through their oversight role and



stewardship. Kulika Uganda warmly welcomes Mrs. Josephine Kiiza, Mr. Alastair Taylor and Mrs. Julian Omala to the Board of Directors of Kulika Uganda.

During the year, Kulika Uganda lost the Executive Director Ms. Christian Sempebwa, who led the organization from July 2013. We continue praying for the peaceful repose of her soul with God our Father whom she worshipped when she was still alive. The Management Staff received a new members of staff who is A Business Development Manager. The new staff received induction into

Kulika Uganda values and to all way we deliver our services to the beneficiaries as well as to the beneficiaries in different communities.

We conducted 6 staff meetings to discuss progress, agree on the deliverables and brainstorm on the future plans. The meetings were successful attended by 99% of the staff members.

OUR VISITORS

We were privileged to host visits from individual representing their organizations and some in their own capacity. The visitors are motivated to come and learn more with us. We are particularly grateful to the following organizations/people;

- Mr Thomas Brenninkmeijer and Fr. Paul Brenninkmeyer
- Trustees of Katutandike Ms. Heidi and Anisha
- The Open University Distance Learning Tutors and the scholars- attending day school programs
- Avril Bellingier and Viv Horton – technical support and guidance to the organization
- Craig Walker - discussions on partnership opportunities for a project in Oruchinga Settlement Camp
- Food For Thought led by Sue Errington – sharing progress of the organization
- Courtesy's visit to Kulika
- Toby Childs, New York City USA -research on Creative Capacity Building project
- Youth Leadership in Agriculture – discussing progress of the YLA Mubende project
- Poly Fibre – courtesy call on possibilities of working together to support farming communities with water tanks
- David Dzindyk and Lavern Bissky from Canada – courtesy call and discussing partnership opportunities
- Rachel Musoke and Eunice Berunga- courtesy call and seeking volunteer opportunities
- PEDN –sharing partnership opportunities
- Ravindra J.Nathwani and Family from UK – courtesy call to learn more about Kulika Uganda
- Rotary Club of Bweyogerere –discussing partnership opportunities
- Rotary Club of Abingdon Vesper (Maya and Peter Smeulders) – discussing progress of the Kulika-Abingdon Vesper Youth project in Mubende
- Alison Lloyds and Prof Morf Graham- discussing partnership opportunities and participation of Kulika in an upcoming Theatre and Development project
- PADEAP (Pan African Development Education and Advocacy Program)- discussions on partnership opportunities for a project in Oruchinga Settlement Camp
- Uganda Community Based Health Care Association and Kulika Uganda- discussions on partnership opportunities for a food security project
- Prof.Muller of Gei Slinger University to discuss potential internship opportunities of organic agriculture students



A LOOK INTO 2018 AND BEYOND!

During the next year, Kulika Uganda will continue to transform livelihoods within the communities that we work in. We will continue to deepen our stand on ecological organic agriculture and work to be a partner of choice by all those who recognize the power of ecological organic agriculture. We will put emphasis on activities that promote climate smart agriculture.

We will work to maintain an excellent reputation with farmers, schools, academic and non-government organizations in Uganda and internationally.

We will engage different stakeholders in the core areas of farmer training, climate smart agriculture, value chains development and social businesses.

The youth, women and men will form target groups going forwards. These will form communities of practice in which our work will be implemented. Specifically, our deliberate actions will be focused on enabling the youth to participate in agriculture as well as make it attractive to them. By now, we

have learnt the key areas to put emphasis on. We will work with the communities to understand value chains of the crops we are engaged in and produce documentation for future reference. Value addition and linkages to the markets will top on agenda. It's through such bold actions that the communities will continue embracing ecological organic agriculture.

We will continue building the capacity of the beneficiaries in enterprise development. Through our continued interaction with the people, we have learnt that we will focus on building the capacity of beneficiaries to understand and embrace the value chains of the enterprises they are engaged in. We will limit handouts but rather encourage self-reliance among the targeted groups.

We will continue offering scholarship to Uganda professionals in Development Management and attract new partners to work with us in this area.

We will take bold steps to strengthen our bid to look for own funds to supplement donor support. First by managing the costs of operation across the organization and by

engaging in enterprises at the Kulika Centre, secondly by engaging in social business activities for the benefit of our farmers. We hope to start small and grow bigger as time goes on!

We will ensure that we stand the values of the organization and ask the hard questions; why are we here? With a very active Board of Directors, Management and Staff, we will transform the lives of 10,000 people every year!

Management and Staff



OUR PARTNERS

Kulika Uganda worked with a range of partners to deliver services to the communities. We strengthened collaboration with local government in the 13 districts that we work in. We participated in meetings and activities organized by the sub counties.

The districts include; Alebtong, Amuria, Apac, Isingiro, Kamuli, Lira, Maracha, Mubende, Mpigi, Oyam, Pallisa, Rukungiri, Soroti, Sembabule, Wakiso.

We received overwhelming support from the organizations indicated below that enabled us to work effectively to deliver our contribution to the deserving communities.

We pledge to continue administering resource provided to us with the highest level of professionalism and accountability.

 KULIKA UK Transforming Livelihoods	Kulika UK
	Vitol Charitable Foundation
	The Strongest Oak
	British Overseas Agricultural Trust
	Prolinnova
	Global Climate Change Alliance (GCCA)
	MIFUMI
	US Africa Development Foundation
	The Tudor Trust
	Massachusetts Institute of Technology
	The Open University & Common Wealth Scholarship Commission
	Devon Development Education
	Rotary Club of Abingdon
	Special Friends across the world

Thank you to all our Supporters







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