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Country Director's Statement

Fiscal Year 2006 was another solid and excellent year for our Program. We made significant progress, with several structural and programmatic changes. Notable was the development of a Strategic Plan that presented better structural adjustments to meet and address the present priorities and future challenges. In addition, FY 2006 demonstrated the exceptional talent, the unmatched dedication and the unparalleled commitment of staff. The successful hosting of the Africa Area program meeting in Kampala demonstrated unquestionable capabilities of the staff.

The program continued demonstrate the breadth and versatility of our workforce and our facilities, to strive for efficiency in operations and consolidate support activities. Our depicted efforts to improve our activities to attain organization objectives are examples of activities that have required hard work and dedication coupled with strong partnerships with other development actors. we reduced the number of discrete activities so as to improve quality and increase coverage. The accomplishments exemplify the spirit of exploration that will carry our program forward.

Our continued presence in Uganda has provided a strong foundation for the unique heifer model of PASSING on the GIFTS which has yielded lessons on living and working with resource limited communities.

The Africa Wide Evaluation yielded important insights. We will need to build on noted successes and follow-up to the results of the evaluation recommendation based on clear procedures. New tools and processes to address the recommendations have been developed including establishment of sub-offices to ensure that our services are closer to the communities we serve.

Despite the successes, the program faced a number of challenges notably the quarantine due to Foot and Mouth Disease (FMD) outbreak in western Uganda and shortage of liquid nitrogen. We will proceed the coming year with a greater sense of urgency remedying these issues through building strategic partnerships/synergies with other agencies and recipient communities.

In FY 07, we will prioritize instilling morale and team spirit. We have well begun that process and with your support we shall achieve this objective. However, what is needed now is consolidation of the current project implementation mechanism, refining training materials, and emphasize avenues for project sustainability.

May I conclude, by expressing my gratitude towards the donors, partners and other development actors for cordial and mutual relationship that has prevailed. My appreciation also to the staff for the hard work, commitment and inputs, which laid the basis for significant achievements we cerebrate of for FY 2006.

I am pleased to present the FY 2006 Annual Report of the program covering activities carried out during July 2005 through June 2006; and proud of the program’s many accomplishments in FY 2006, under my leadership.

Patrick Nalere
Country Director
October, 30th  31, 2006
1.0 Background

Heifer International Uganda, Annual Report FY 2006

1.0 Background

Heifer International (HI) is a non-profit, humanitarian organization dedicated to ending world hunger, poverty and saving the earth. HI works with resource limited families around the globe to become self-reliant.

Since it begun in 1944, Heifer International has worked directly with 7 million families in more than 125 countries.

Heifer International is known for its unique practice of “Passing on the Gift”. Families receiving animals and other resources agree to pass on the first offspring or an appropriate equivalent to another family in need, starting a chain of giving that often touches thousands of lives.

But Heifer International’s most striking qualities are its simplicity and effectiveness. In short, Heifer’s common sense approach to sustainable development works – one family at a time.

Heifer International Uganda

Heifer International has had an uninterrupted presence in Uganda since 1982; and consistently expanded its operations to 31 districts (as of August 2005). HPI has been receiving generous financial support from USAID Mission in Uganda since 1985, and Bothar Ireland since 1991 to date. HPI (U) collaborates and works closely with Send A Cow program in Uganda.

Currently the Uganda Country Program is supporting 61 projects, with a diversity of livestock that include dairy goats, meat goats, bee keeping, animal traction, fish, pigs and rabbit production. However, dairy cattle still remain the program’s primary livestock focus. In addition to improved nutrition and income focus, the program now has a well-developed agro-ecology focus emphasizing integrated organic farming techniques and bio-gas technology for cooking and lighting.

HI-Uganda mentored HI-Rwanda program by fundraising for it and technically supporting it, from 2000-2004.

HI-Uganda Vision Statement

In June 2011, Heifer International Uganda is a committed and, responsive team partnering with stakeholders to sustainably attain improved quality of life of resource-limited communities in Uganda.

HI-Uganda Statement of Purpose

Heifer International Uganda works with resource limited communities to enhance sustainable livelihoods through integrated livestock development.

HI-Uganda Strategic Objectives 2001-2005

Heifer international Uganda concluded implementation of its first strategic plan in June 2006 which was seen with development of a new strategic plan 2006-2011. The strategic objectives for the past strategic plan, in order of priority, were Fundraising; Expansion of Program activities; Livestock development; Agro-ecology; and Decentralization and Administration.

A family receives a gift of an incalf heifer

Heifer International works with resource limited families helping them improve their livelihoods
2.0 Progress description
FY2006

Issue 1: Fundraising

Heifer International Uganda Country program maintained its funding portfolio at $1,410,773.4 in this year. The equivalent of $949,037 was approved and accessed from Head Quarter for representation and support to projects. An additional USD 461,736.4 was realised from other sources to support projects. The Country Team worked with project holders to renew 11 Letters of agreement, so as to be able to continue funding support to existing projects. Internal funding of $7,000 was secured from Heifer International Head Quarter for Strengthening Animal Well being Initiatives (SAWI) in the projects.

The Country Program established funding relationship with Mr. Helmut Wagner (from UK). Through this growing relationship, GB£ 30,000 was received to support Buyamba community in Rakai district. The relationship with other funding partners such as Bothar Ireland and Rotary club of Kololo were maintained and funding up to US$ 600,000 and US$ 20,000 was received from the two organizations to support people living with HIV/AIDS and persons with disability respectively.

Okello and his siblings (orphaned by HIV/AIDS) received a gift of an incalf heifer from Heifer International Uganda.

A number of proposals were prepared and submitted to USAID mission in Uganda, Ministry of Gender Labour and social Development and Heifer International HQ. These are aimed at Livelihood improvement of persons in the War ravaged Northern Uganda; Improvement of family nutrition and income generating activities for families affected by HIV/AIDS and OVCs; and mainstreaming persons with Disability, submitted to USAID.

![Fig. 1: Funding portfolio for Heifer International Uganda country program for FY 2006.](image)

![Fig. 2: Utilization of funds from HQ for FY 2006](image)

![Fig. 3: Utilization of total funds including from other sources for FY 2006](image)
### Issue 2: Expansion of program activities

Heifer International Uganda concluded the USAID Grant Extension that was implemented from October 2004 – September 2005 after an evaluation was done. Additional 1075 farmers in 15 umbrella projects in the nine districts of Eastern and Northern Uganda were provided knowledge and skills in integrated dairy management, and extension services. All 15 projects were trained in organizational management for purposes of sustainability after end of Grant.

Heifer International Uganda continued to be responsive to the demands for assistance from the communities. The Uganda Country Program continued to diversify the livestock species distributed to participating projects. Noteworthy is the inclusion of fish farming in Kamwenge District and more projects in draught animal traction. There was also specific targeting to serve people afflicted by HIV/AIDS with Heifer-type interventions with TASO specific projects in Masaka, Tororo and Mbale, with mixed livestock packages.

In respect to other regions where HPI Uganda operates, 4 new projects were initiated. These include: HPI/TASO HIV/AIDS project, Baitambogwe integrated livestock project, Bulegeni Persons With Disability Heifer project and Kamwenge district fish farming project.

#### Table 1: New projects for FY 2006 showing location and target number of families

<table>
<thead>
<tr>
<th>Project</th>
<th>District(s)</th>
<th>Target no. of families</th>
</tr>
</thead>
<tbody>
<tr>
<td>HPI/TASO HIV/AIDS project</td>
<td>Mbane, Kumi, Sironko, Tororo, Masaka</td>
<td>1,850</td>
</tr>
<tr>
<td>Baitambogwe integrated livestock project</td>
<td>Mayuge</td>
<td>120</td>
</tr>
<tr>
<td>Kamwenge district fish farming project</td>
<td>Kamwenge</td>
<td>100</td>
</tr>
<tr>
<td>Bulegeni Persons with Disability Heifer project</td>
<td>Sironko</td>
<td>20</td>
</tr>
</tbody>
</table>

Despite the insurgency that has persisted in Northern Uganda for the last 20 years, HPI continued to maintain a significant presence in terms of office premises and project implementation. The Northern regional office in Gulu operated in a restructured form, with Public Relations Officer that continued to maintain significant HPI representation in the region.
Heifer International Uganda assisted a total of 644 households nationwide with livestock procured locally and 212 households received various kinds of livestock gifts through the pass on the gift process. Overall, a total of 856 families were reached directly with HPI gifts over the year.

However, livestock procurement and distribution was greatly affected by the outbreak of Foot and Mouth disease which led to a quarantine. Therefore, livestock distribution fell below that of FY 2005 year by 35%.

Trivalent Foot and Mouth Disease (FMD – O, Sat1 and Sat2) were procured in response to FMD outbreak in most districts of Western Uganda. The vaccines were distributed to farmers on a cost recovery basis to projects in Central and Eastern regions. Western Uganda is the main source of livestock procurement of both goats and cattle, and the indefinite ban on livestock movement has severely curtailed purchase and distribution of livestock to project beneficiaries.

In addition, 400 doses of Lumpy Skin Disease (LSD) Vaccine were procured in response to LSD outbreak in Central and Eastern region. Vaccination of animals was carried out in the affected projects.

In a related activity, all projects carried out prophyltic treatment for intestinal worms and bovine Trypanosomiasis. Farmers mobilized themselves through their mini group affiliations, and paid for the veterinary services.
**Issue 4: Agroecology**

There has been continuous promotion of environmentally friendly agroecology practices. Farm families have adopted the use of improved energy stoves, farm yard manure, compost manure, organic pesticides and biogas. Integration of animals and crops has been widely practiced by project participants and replicated in their communities by other members.

*Image: A farmer applies compost manure in her plot of napier*

27 group nurseries were raised by farmers. Major trees raised were *grevillea*, *calliandra*, and fruit trees. Additional individual nurseries were made with seeds distributed to enterprising farmers.

457 families constructed improved energy saving cook stoves. These reduce fuel wood consumption and also save time that would be spent fetching fuel wood. Kitchens are relatively cleaner and less smoke that would otherwise be hazardous to family members is reduced.

A set of twenty-five biogas burners and twenty-five biogas lamps were fabricated locally at the HPI premises using the established fabrication machinery. The fabrication work was undertaken by two technicians (one of them female). Raw materials were purchased locally in Kampala.

**Issue 5: Decentralization & Administration**

There has been significant growth and transformation in regard to Decentralization and Administration. The staff size effectively increased from 18 in 2004, to 24 in 2006. Current staff includes 9 (38%) females and 15 (62%) males, representing a fair balance in terms of gender. Key Recruitment were of Finance and Administration Manager (FAM), 3 Extension services supervisors (East 1, East 2 and western regions), Monitoring and Evaluation Coordinator, 2 Assistant Accountants, Administrative Officer, Program Assistant and 2 drivers. The recruitments were in response to the departures and partly filling up new positions.

In addition, HPI solicited the services of consultants who provided back up for departmental staff, and in addition developed capacity of staff in various skills. The current staff position, therefore provides the Uganda Program with the diversity of skills and experiences to provide high quality services, for which HPI is known nationwide.
3.0 Monitoring and Evaluation

HPI-U hosted the Africa Wide Evaluation from June 16-27, 2006, which was undertaken by an external consultant, and facilitated by the Deputy Director of Planning and Evaluation at Heifer International HQ. The evaluation team met all Country Program staff, HPI-Uganda partners including Send a Cow Uganda, USAID Mission in Uganda; and project holders. In all, 11 projects were visited, with appropriate balance based on livestock species, age of project, category of project beneficiaries; and other project initiatives such as value addition and micro enterprise. Overall, the evaluation was forward looking, aimed at improving Heifer’s efficacy in working with resource limited communities.

The Country program also concluded its first strategic plan (2001-2005) and carried out program and office reviews in order to guide a new strategic plan. These reviews were also accompanied by Project self Reviews and Planning and end of USAID grant evaluation. A new strategic plan 2006-2011 was developed and approved by Heifer International Head Quarter.

The new strategic objectives and their rationale in order of priority are;

Issue #2: Resource mobilization

HPI- Uganda will emphasize resource mobilization and partnering with other organizations to increase and diversify resources in order to respond to increasing demand to support existing program and manage growth. This is to improve the quality of life of more resource-constrained communities. The key resources needed are financial, managerial, technical expertise and capital

Issue #3: Livestock in community development

Livestock is one of the most sustainable livelihood options in Uganda, and national household surveys indicate that integration of livestock into crop production systems reduces household poverty significantly. Experiences in HPI-Uganda and Send A Cow Uganda have shown that livestock ensure food and nutritional security, and reliable income throughout the year. Therefore, HI Uganda will continue to use integrated livestock farming as a tool for ensuring socio-economic development of resource-limited communities.

Issue #4: Gender equity and HIV/AIDS

HI Uganda recognizes the contribution of women in development despite the many challenges they face compared to their male counterparts. Their situation is often aggravated by low literacy levels and less or no control of resources, which have greatly made them vulnerable to poverty and HIV/AIDS. HI Uganda will therefore scale up its support to nutrition through livestock and related income generating opportunities to HIV/AIDS impacted households, women and vulnerable children. Gender equity will give better opportunities to all to access resources, justice, family unity and other opportunities.

Issue #5: Agro ecology

High population growth rate of 3.3% pa in Uganda and inappropriate land use have contributed to depletion of natural resources. HPI Uganda recognizes the importance of sustainable utilization of these resources and therefore promotes integrated farming. This
leads to increased production of food and fiber, hence contributing to a hunger free community living in a healthy environment.

**Issue # 6: Enterprise development**

Small farmers are faced with problems of lack of entrepreneurial skills, inaccessibility to capital and market constraints in order to diversify to other sources of income. This in turn, leads to low income at household level, hence the need for enterprise development at both household and constrained communities.

**Internal evaluations**

Two projects Rukiga county rabbit project and Rubanda bee keeping project were evaluated by the Extension Services supervisor for Western region and Field extension services coordinator assisted by the respective extension workers and project holders. Household surveys and focus group discussions were carried out to aid data collection. Data was analyzed by a consultant.

**Rukiga county rabbit project:** the evaluation was results indicated that rabbits had contributed to family nutrition; however, the beneficiaries' expectation to increase family incomes was not satisfied. The findings revealed that the price of mature rabbits was too low to motivate further rabbit keeping by the families.

**Rubanda bee keeping project:** The evaluation results indicated that most families were involved in Irish potato production as the major economic activity which required massive use of pesticides and fungicides. This greatly affected bee colonies as most of bees died in the process of nectar collection from sprayed Irish potato flowers. This led to poor or no colonization of the hives.

**4.0 Education and Advocacy**

From the new Heifer International Uganda's strategic plan, education and advocacy are spelled out as critical in raising public awareness for behavior management and institutional changes; and for skill and capacity development to foster full participation of all stakeholders towards the common cause for Heifer’s existence. In addition, information sharing will enhance the legitimacy and credibility of HPI-Uganda program.

The education and advocacy strategy will help HPI-Uganda achieve greater coverage of its activities by documenting and sharing its experiences; as well as enhancing community learning and sharing of knowledge. It will also open room for greater networking with other like minded development organizations in influencing poverty reduction policies.

Education is fundamental to achieving Heifer's mission of ending hunger, poverty and caring for the earth. Education is global, reaches across all areas, and teaching about causes of hunger, poverty and sustainable solutions is important for all our partners and Heifer's staff. This way, Heifer’s belief of ending hunger and poverty will be possible and sustainable when individuals and communities are given opportunities to engage in mutual learning to build understanding of the challenges we confront.

In a related activity, Heifer International Uganda has taken a forward step to produce materials in print media to educate the masses. Three articles were submitted one to the Animal Prompt Magazine, the second to Donor News Magazine and third to the Eastern and Southern Africa Dairy Association (ESADA). The articles entitled – Heifer International, Ending Hunger and Caring for the Earth, provided information on Heifer International and Uganda program profile and project portfolio, the holistic community approach based on the 12 cornerstones; and the training methodology.
5.0 Training

HPI-Uganda emphasizes capacity building of both staff and partners. This year, HPI-U excelled in training and preparation of farmers in pasture development and has contributed to improved management of animals and the environment. HPI-U training methodology was praised in the recent USAID External evaluation as most effective.

Farmer and Extension staff training

Over 2000 persons (about 63% women, 37% men) were provided with practical training in integrated sustainable farming methods, Gender equity sensitization, HIV/AIDS awareness and organizational development.

The extension staff from the on going projects were provided with training in preparation of quarterly plans and reports, based on priority topics recommended by the program team. Extension Services Supervisors provided back up to extension staff on follow up to improve their extension methodology proficiency.

Project Self Review and Planning

Four projects carried out Project Self Review and Planning to enhance their knowledge of the project and improve on performance towards their set objectives. The sessions were also used to train new extension staff in PSRP techniques.

Pre-testing of gender training manual was done in Aboka-Akwap community in Kumi district Eastern Uganda and Kageye Cooperative society in Wamala, Wakiso district, central Uganda, facilitated by external consultants from Ministry of Gender, Labour and Social Development together with HPI-Uganda Deputy country Director. The expected outcome is a user friendly training manual for field workers.

Participatory logical planning was carried out in new projects. A number of PRA tools were used which included resource mapping, social mapping, institutional mapping, historical time line and pair wise ranking. Participants prioritized their concerns, developed objectives and indicators. The planning exercise was jointly facilitated by Heifer International program team. The program team used the information generated from the communities to prepare PSS.
Artificial Insemination (AI) Training for Extension Staff

Six extension staff were sponsored for a three-week training in Artificial Insemination in cattle. The training was conducted by the National Animal Genetic Research Centre and Data Base (NAGRC&DB). The trained Extension staff will be provided AI equipment through their project budgets, and will provide breeding services to cattle farmers in their respective project area.

Staff training and participation in regional meetings

Various staff participated in different capacity building workshops and trainings to enhance their skills. The workshops included: Project Coordinators and Project Trainers, Project planning workshop, Proposal Writeshop, Africa PM&E Systems Analysis Workshop, Hands on demonstration training in Holistic Management, Human Resource Strategic Planning, Leadership training, Solomon Accounting package, Gender training, Heifer International Uganda program review and strategic planning.


These trainings were undertaken by staff to streamline the reporting system, procedures and tools; as well as improve management skills.

6.0 Other Programmatic activities

The Africa Area Program (AAP) Meeting

The Annual Africa Area Program Meeting was held on October 17 –20, 2005 at the Speke Resort and Country Lodge, Munyonyo, Kampala Uganda. It was officially opened by the Minister of State for Animal Husbandry, who represented the Vice President of Uganda. The meeting was attended by 68 national and international guests. These included representatives from Heifer International Head Quarter and Country programs (Tanzania, Mozambique, South Africa, Cameroon, Rwanda, Zambia, Ghana, Uganda), representatives from Send A Cow (Uganda, Lesotho, UK), Bothar - Ireland, Ministry of Agriculture, Animal Industry and Fisheries, The Ankrah Foundation, Heifer Netherlands, and USAID Mission in Uganda. Participants visited three projects Heifer International Uganda supported projects in Masaka, Lugazi and Wakiso and Jinja districts; and one Send A Cow – Uganda supported project in Kayunga district.

The main objectives of the AAP meeting was to share experiences and discuss challenges for Heifer International and partners to adapt to the emerging problems, such as HIV/AIDS, marketing, environment as a holistic approach to development across Africa. Key themes presented and discussed included Heifer International’s policies, procedures and guidelines on Enterprise Development and Global HIV/AIDS Initiatives, operationalization of partnerships, reporting and the Heifer Growth Model. Also discussed were Agroecology initiatives, policy communication and update on Global Network Activities.

Key output of the AAP Meeting were action points on a number of key issues, including Enterprise Development, HIV/AIDS, Partnerships, the Global Network, the AAP Strategic Plan. A Joint Committee for Global Network was set to plan for the next AAP Meeting, and included representatives from HPI-HQ, Partners, HPI Uganda, Cameroon, Burkina Faso; and Ghana. It was suggested that the next AAP Meeting would be in Cameroon, West Africa.
Best Practice Study on HIV/AIDS

Heifer International Uganda hosted HIV/AIDS best practices study, facilitated by Dr. Japheth Mate and Daniel Abbot from HI-Kenya and the USA respectively. The study focused on learning lessons from Heifer's best practices in relation to the Africa Area Program regional strategy on HIV/AIDS. Dr. Matte and Daniel met with Heifer International Uganda staff and project partners (HI Uganda supported Jinja Women HIV/AIDS Heifer Project and Masaka Diocese Development Organisation Heifer Project), and discussed general issues regarding HIV/AIDS. In addition, the team visited one Send A Cow Uganda supported project in Rakai district in Western Uganda. It is expected that the study pilot will help develop strategies for HIV/AIDS mainstreaming in Country Programs.

The Compensation and Benefits study

The Vice President – Human Resources at HQ together with a consultant from ORC Worldwide undertook a compensation study of the Uganda Country Program. The Consultant met all staff and discussed issues related to benefits and compensation at HI Uganda; and recommendations by staff included in the Heifer International’s compensation program. The study team held a debriefing with staff, and presented a summary of their findings. In addition, the Consultant visited key comparator organizations in Kampala to learn from their compensation and benefits programs. While in Uganda, the Vice President HR also provided support on issues regarding HR management at the Country Office.

Partnership Exploratory Meetings

HPI-U convened a meeting of Development actors in Gulu, Northern Uganda. It was attended by participants from District Department of Agriculture, NGOs, Multilateral agencies and HPI Project leaders. The agencies represented included the UN WFP, World Vision, Hunger Alert, ACF (Action against Hunger), and HPI Uganda. Participants shared their experiences on their work in Northern Uganda and opportunities for collaboration.

Other partnership meetings were with the following organizations; NutriMix, TASO/HPI, APT Enterprise UK, Ecumenical Church Loan Fund (ECLOF), Send A Cow Uganda, Budimo Joint Christian Association, Bishop Masereka Christian Foundation Kasese, National Union of Disabled Persons in Uganda (NUDIPU), Ministry of Agriculture, Animal Industry and Fisheries (MAAIF).

Staff Retreat

Held a retreat for all program staff, which provided the opportunity and ambiance for all staff to interact, share and discuss the uniqueness of Heifer Uganda and Heifer International. In addition, participants reviewed and analyzed the annual operational plan for FY2007 in relation to Heifer International Uganda’s core values and discussed the Africa-Wide Evaluation recommendations.

Website development

Heifer International Uganda is in the process of developing a website and Info Access Technology Ltd was contracted to develop and manage the program website. The website will capture and share HPI-Uganda’s latest publications, data, research findings, activities and news with a wide audience; including media professionals, researchers, NGOs, government ministries, the academia, foreign agencies, opinion leaders, decision makers and the general public. In addition, the website will include calls for proposals and consultancies in relation to program and project's activities; and regularly updated with new findings and events. It is envisioned that the website will improve communication, and therefore HPI-Uganda’s image and visibility. The website development will conform to the guidelines provided by HQ; HPI Best Practices Guide v2.3 and EWSC Process and Requirements for New Websites vFinal3

Support with the Solomon Package

The Country Program has received support and mentoring from HI Tanzania and Heifer International HQ on implementation of the Solomon accounting package.
Heifer International Uganda Five Year Audit

Heifer Uganda contracted KPMG Uganda, a renowned Resource Management Consultancy firm based in Kampala and an affiliate of KPMG International, to carry out a five year program financial audit. The same firm conducted the long awaited FY 04 audit.

Program visitors

The program hosted a number of international visitors, including those who participated in the AAP Meeting. National visitors included project holders and persons seeking collaborative relationships and possible support from Heifer Uganda. Notable amongst the visitors included:

- Jim Devries, Senior Vice President for Programs at HPI HQ
- Myra Halloway, Vice President – Human Resources at HPI HQ
- Sahr Lebbie, Africa Area Program Director – HPI HQ
- AAP participants, including SARO Regional Director, HPI Country Directors, Deputy Country Directors, Country program Project Managers, Program Officers and assistants, representatives from Heifer Foundations and Global Partner representative.
- Tererai Trent, Deputy Director Planning, Monitoring and Evaluation HPI HQ

Among partners and donors, the program hosted Bothar visitors and Bothar study tour group; President of Viva Ireland; deputy Chief Executive, Bothar Ireland; and other collaborators and visitors from Land O’ Lakes Nairobi Kenya, Arkansas Democrat – Gazette in Little Rock, USA, FAO TAMP, Kampala, Scroll Newspaper, some Civil leaders and Members of Parliament, HPI filming team from HQ, ABC producer Christine Volkmer from Capenters and Associates USA, USAID-PRIME/West, Tenessee State University/SAC-UK, Africa Child Foundation, Millennium Villages Project.
7.0 Success story

Heifer International Uganda cultivates women leaders

Dorothy Nabanja is one of the first Heifer beneficiaries in Uganda’s Mukono District in central Uganda. She is about 50 years old, carries a serious expression, and has the sturdy arms of a young man, strengthened by hard work on her farm. Like many Heifer beneficiaries, Dorothy was living in extreme poverty before Heifer came into her life. She lived on a ¼ acre plot of unworkable land, owned no livestock, and barely survived as a local brewer. In 1994, her husband abandoned her and their son, and her prospects looked even grimmer. She and her son became malnourished, and had no means to improve their situation. Her experiences have made her somewhat guarded, and slow to smile and open up.

In October 2002, Dorothy received a Heifer dairy cow. She named her cow Maria, after her mother. In comparison to other cows, Maria is extremely timid and scurries away at the sight of strangers. However, with Dorothy, Maria is calm and comfortable being touched. Dorothy’s appreciation of Maria is obvious in her affectionate pat and loving, maternal gaze. So far Maria has calved three times, and is once again pregnant. Two of the calves were bulls, which Dorothy sold, and one was a female, which was passed-on to another villager, as per her agreement with Heifer. Dorothy hopes the next calf is a female, which she would keep for herself to maintain the steady income of milk. Maria is currently producing 17 litres of milk per day, much of which Dorothy sells (for $0.22 per liter).

With the profits from the bull-calves and milk, Dorothy has been able to expand her land from ¼ acre to 1 acre. From the compost created from Maria’s manure and newly acquired knowledge from Heifer training, Dorothy’s once unproductive soil has become workable. She currently grows bananas, vanilla, and passion fruit, and looks forward to introducing more fruits and vegetables to her grandchildren’s diet. Whereas she was previously malnourished, she now appears healthy and at peace.

She was also able to build a brick pigpen and started a pig-breeding enterprise. She has so far sold ten pigs for 300,000 Ugandan shillings ($165). She has hired four men from her village to help double the size of her one-room home.

When asked about her dreams, Dorothy responds, “I don’t believe in dreams. Only action.” Because of poverty, her son was only able to complete six years of schooling. However, now she is supporting her three grandchildren’s education. Her goal is to send them to university as well.

Along with her cow, Dorothy also received extensive training from Heifer on environment protection, animal management, gender issues, leadership skills, and record keeping. After receiving training, Dorothy excitedly told her neighbors about the program and everything she had learned, enticing them to join the project. Since then, she has become a mentor, leader, and role-model in her community. Eventually, many of the women beneficiaries have formed “The Heifer Project Committee,” an unofficial village council. Together they own a plot of land that is next to Dorothy’s (profits benefit the village as a whole), and they plan to build an official office. Along with brainstorming ways to improve their way of life in the village, the women carefully monitor the progress of the animals involved in the Heifer Project. In fact, one man had taken such poor care of his cow, that the committee confiscated it. For the next month Dorothy is in charge of nursing the...
emaciated cow back to health, until it is passed on to another beneficiary.

One of Heifer International’s goals is to promote gender equity. With their superhuman work ethic, African women carry the continent on their shoulders, but receive very little respect for doing so. Many times a widow’s property will be confiscated by her in-laws or a husband will take the livestock with him when he leaves his wife. Many young women even marry into polygamy in order to survive. For these reasons, Heifer Project Uganda targets women such as Dorothy Nabanja, and provides them with the knowledge to become economically empowered. During Heifer training, gender issues and leadership skills are prioritized discussion topics. It is with these tools that the women of Dorothy’s community have formed the “Heifer Project Committee” and now hold a position of authority.

Since Heifer, Dorothy has attained self-sufficiency, become a mentor, entrepreneur, and even somewhat of a celebrity, since she frequently receives foreign visitors that come to monitor and appreciate her progress (the evidence is her thick “Visitors Book”). “Poverty is history,” is how Dorothy describes her new life; she can purchase anything she needs, and has no problem sending her grandchildren to private school. She is glad that she does not need assistance from anyone and does not mind not having a husband. With the help of one cow, Dorothy has transformed from a poor, abandoned woman to an empowered and respected community leader.

8.0 Key Plans for FY 07

1. Continue building the capacity of staff and partners
2. Develop and implement M&E system in accordance with the global PM&E
3. Develop HPI-Uganda website
4. Finalize the sustainability strategy
5. Continue to fundraise for program activities
6. Finalize and operationalize the Education and Advocacy plan
7. Continue farmer preparation and livestock distribution
8. Implement the six strategic objectives as per the new plan
9. Open regional offices
10. Program review
11. Cash and Financial Audit