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# **Conservation Cotton Initiative Uganda LTD (CCIU)**

**End of Project Report**  
**Standard Grant Agreement No. CCI-STA-009-007**

**Delivered to:**

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**USAID COMPETE Program**

**December 2009 – September 2011**

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**ACRONYMS:**

CCIU.....Conservation Cotton Initiative Uganda LTD

IC.....Invisible Children

USAID.....United States Agency for International Development

LRA.....Lord’s Resistance Army

VSLA.....Village Savings and Loans Association

WASH.....Water, Sanitation and Hygiene

## **EXECUTIVE SUMMARY:**

The primary objective achieved by the Conservation Cotton and resettlement initiative for northern Uganda was to become a catalyst for economic growth; both locally and nationally, through revitalizing the cotton supply chain, increasing farmer revenues and the manufacturing and sale of Uganda cotton internationally. Additionally, there was a re-activation of the farmer primary cooperative societies and their renewed involvement in the marketing and sale of cotton with a resulting increased farm gate price.

The aim of the program was to create sustainable growth, enhance value addition in the value chain, improve incomes, create employment, and alleviate poverty. The project has had a measurable positive environmental and community impact.

Despite numerous challenges and set-backs related to CCIU and the cotton industry more broadly, CCIU was a big success. During the nearly two year grant period, rates of resettlement, society organization, farmer yields, and savings rates have all increased.

The biggest change since December 2009 was the abandonment of strictly organic farming, one of the founding principles of the project. About one year into the program, the Ugandan government essentially outlawed organic cotton through the distribution of free pesticides to farmers, virtually ensuring that no cotton would pass as organic. While this was a major set-back to the original vision, the CCIU team was able to adapt to the new domestic policy. Additionally, due to a strategic change in the vision of EDUN and the emergent role of a new partner, Technoserve, the mini-ginning strategy was changed as well. All grant funds that were allocated for the mini-ginning component were returned to COMPETE in September 2011.

This project was made possible through a partnership between Invisible Children, EDUN apparel and COMPETE. Together, these partners implemented CCIU, a viable farming alternative for people returning from internally displaced peoples (IDP) camps to their villages of origin after being displaced by the insurgency of the Lord's Resistance Army, contributing to the economic development and resettlement of northern Uganda. Over 3,500 farmers were registered and active in the CCIU program during the granting period.

Despite the changes and challenges along the way, CCIU has been a successful catalyst for economic growth both locally and nationally. As evidence of its success, through a contribution from Bono and Ali Houston, EDUN announced in April 2011 a \$1.6 million grant that will fully fund CCIU for three additional years. CCIU is now working with over 5,000 farmers and is managed and operated by Technoserve, Inc.

## **BACKGROUND:**

### **Problem Analysis and Statement**

Since the peace talks that started in June 2006, northern Uganda has enjoyed increasing tranquility, allowing people to return to their original villages and begin rebuilding their lives. However, they are returning to land that has not been tilled for 15 years or more, to places that have little to no economic activity or opportunities. In addition, a large percentage of the returnees, being below the age of 20, have never engaged in agriculture since they were brought up in IDP camps and were the recipients of food aid and other handouts. They lack the motivation and knowledge to take their future lives as rural farmers into their own hands.

Additionally, since the demise of the cooperative movement and unions under the full privatization and liberalization of the agricultural commodities sector, the small-holder farmer producing cash crops has always been victim of unscrupulous agents and unnecessary middlemen, thereby not realizing the true value of his crop, selling below the indicative price issued by the Government Regulator, Cotton Development Organization. The unions were replaced by mainly international merchants, who took over their ginneries; and the societies by middlemen, who took over the primary marketing.

### **Project Overview**

Conservation Cotton Initiative Uganda LTD (CCIU) was a registered entity established by Invisible Children and EDUN Apparel. The program ran for a period of 21 months from December 2009 to June 2011. CCIU worked in close partnership with both organizations and is now managed and operated by Technoserve.

CCIU was structured as a unique, self-sustainable business solution, with the objective of contributing to the economic development and resettlement of northern Uganda, in Gulu and Amuru Districts, by providing a financially viable farming alternative to people returning from internally displaced peoples camps to their villages of origin before the insurgency of the Lords Resistance Army. This objective entailed:

- a) Working to create an integrated value chain, with value addition benefits from seed cotton from the field to the final product remaining in Uganda; garments would be exported, not the fiber.
- b) Assisting the primary societies to reorganize by providing very practical inputs to allow for their proper functioning.
- c) Reintegrating the primary societies into the marketing chain, thereby excluding the middlemen and improving the true farm gate price.

- d) Continuing the strategic partnership with EDUN, allowing the CCIU program to benefit from international sponsorships, based on sales volumes by retailers, who appreciate the traceability and clear social attributes of product they buy.
- e) Introducing food crops into the rotation, ensuring availability and diversity of food crops and thereby contributing to overall food security.
- f) Promoting the best environmental practices and, where possible, promoting biodiversity conservation.

### **Project Outcomes:**

CCIU increased smallholder access to commercial markets and at the same time was a catalyst for economic growth in the targeted areas. It also helped to integrate the targeted communities and re-build the capacities of the Primary Societies in order to re-integrate them into the marketing system, providing more market access to farmers, eliminating middlemen and providing improved services to producers.

In the first year, CCIU worked with 852 registered and active farmers. In year two, CCIU increased this by almost 400% and worked with over 3,500 active farmers. First year production was 80,154 KGS of seed cotton and 29,789 of lint cotton the bulk of which was manufactured into over 76,000 t-shirts for Edun Apparel. In the second year, CCIU purchased a total of 224,001 KGS of seed cotton, with had a GOT of 87,061 KGS. The purchase of the seed cotton was made possible because of the revolving fund created through the COMPETE grant.

The COMPETE grant was essential to bringing this program to scale. It was a catalyst for employment and further cotton production in the area, and combined with the introduction of food crops into the crop rotation system, it enabled the program to succeed.

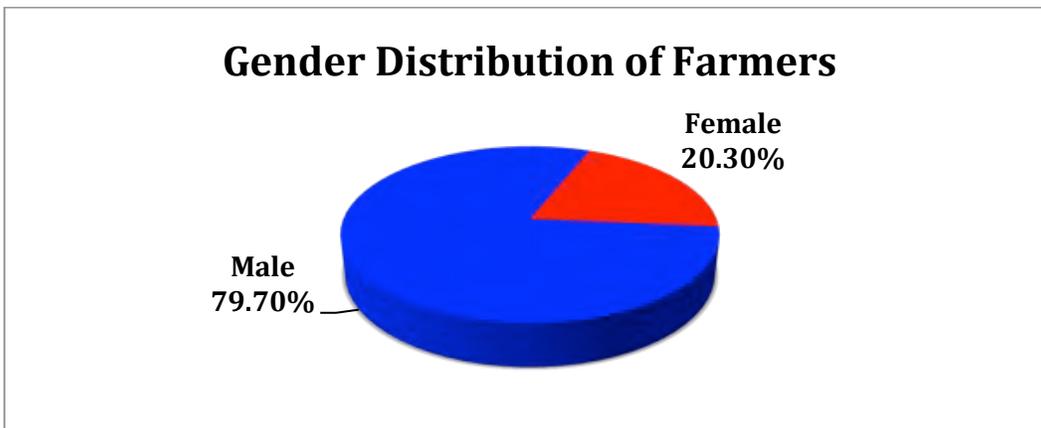
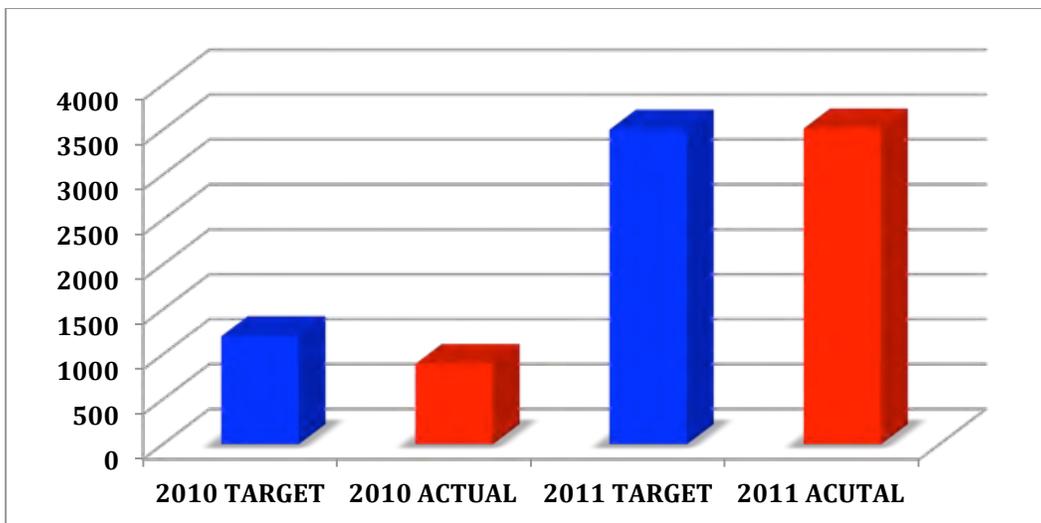


## Project Beneficiaries:

Initially, the project had planned to work with approximately 1,200 small holding farmers in 2009-2010. However, due to late rains and seed distribution, 892 farmers joined the project by the close of registration for 2009-2010.

Parallel to this, CCIU assisted the former primary societies to re-establish themselves, on the one hand to be an efficient channel of communication between the farmers and the project, and on the other, to ensure transparent and traceable marketing as required under a fair-trade regimen. This is in recognition of the widely-held view that an effective cooperative movement is essential to the advancement of small holder farmers.

In the second year, the goal was to increase to 3,500 farmers. CCIU registered 4,487 farmers, because as experience shows there is a fairly substantial drop-out rate. Therefore, of the 4,487 farmers that were registered, 3,512 actually planted, representing a 393% increase from year one. Currently, in the Technoserve led CCIU program, there are over 5,000 farmers. All of the registration and certification for the farmers and the societies was made possible due to the COMPETE grant.



### Planting Data Record for the 2010/2011 Season:

| DISTRICT      | SUB/COUNTY | PARISH     | FIELD OFFICER  | FARMERS REGISTERED | FARMERS PLANTED |
|---------------|------------|------------|----------------|--------------------|-----------------|
| GULU          | BOBI       | PAIDWE     | OJOK ISAAC N   | 207                | 207             |
|               |            | PALWO      | "              | 99                 | 103             |
|               |            | PATEK      | "              | 111                | 89              |
|               |            | PAIDONGO   | ORINGA MORRIS  | 199                | 192             |
|               |            | PALENGA    | "              | 39                 | 34              |
|               | KORO       | IBAKARA    | OKELLO PATRICK | 99                 | 51              |
|               |            | LAPAINAT   | "              | 94                 | 39              |
|               | ONGAKO     | KAL        | "              | 31                 | 14              |
|               |            | ABWOCH     | "              | 14                 | 9               |
|               |            | PATUDA     | "              | 28                 | 18              |
|               | AWACH      | GWENGDIYA  | OKOT RICHARD T | 34                 | 7               |
|               |            | PADUNY     | "              | 50                 | 49              |
|               |            | PAIBONA    | "              | 28                 | 23              |
|               |            | PUKONY     | "              | 36                 | 25              |
|               | PAICHO     | ANGAYA     | "              | 66                 | 66              |
|               |            | KAL-ALI    | "              | 42                 | 42              |
|               |            | PAKWELO    | "              | 73                 | 59              |
|               | LAKWANA    | PARAK      | OKELLO AMOS    | 509                | 479             |
|               |            | TE-GOT     | ODOCH BOSCO    | 192                | 138             |
|               | ODEK       | LAMOLA     | OJOK BOSCO O   | 409                | 308             |
|               |            | LUKWOR     | "              | 106                | 109             |
|               |            | PALARO     | KWOYELO SISTO  | 145                | 107             |
|               |            | BINYA      | "              | 34                 | 31              |
|               | LALOGI     | GEM        | KIDEGA PATRICK | 418                | 297             |
|               |            | IDOBO      | "              | 66                 | 26              |
|               |            | PARWECH    | "              | 67                 | 61              |
|               |            | JAKA       | MWAKA NELSON   | 165                | 124             |
|               | PALARO     | LABWOROMOR | ACELLAMGEORGE  | 60                 | 60              |
|               |            | MEDE       | "              | 68                 | 22              |
|               |            | OWALO      | "              | 52                 | 30              |
|               | PATIKO     | KAL        | "              | 68                 | 47              |
| NWOYA         | ALERO      | KAL        | OMONA GRIFFIN  | 61                 | 36              |
|               |            | BWOBO      | "              | 59                 | 35              |
|               |            | PANOKRACH  | "              | 1                  | 1               |
|               |            | PANYABONO  | "              | 25                 | 11              |
|               |            | PAIBWOR    | "              | 27                 | 13              |
|               | KOCHGOMA   | KAL        | MARGRETLUKWIYA | 36                 | 26              |
|               |            | AMAR       | "              | 39                 | 28              |
|               |            | AGONGA     | "              | 48                 | 31              |
|               |            | LII        | "              | 162                | 134             |
|               |            | ORUM       | "              | 93                 | 93              |
| AMURU         | PABBO      | KAL        | OJERA AJ SPEKE | 1                  |                 |
|               |            | LABALA     | "              | 5                  | 4               |
|               | LAMOGI     | AGWARYUGI  | "              | 27                 | 22              |
|               |            | PALEMA     | "              | 54                 | 52              |
|               |            | COKE       | "              | 46                 | 20              |
|               |            | PAGORO     | "              | 26                 | 17              |
|               |            | GIRAGIRA   | "              | 74                 | 50              |
| <b>TOTALS</b> |            |            |                | <b>4487</b>        | <b>3512</b>     |

## Demonstration and Training:

In the 2009/2010 CCIU established 92 demonstration plots and increased this number in the 2010/2011 Season to 122 plots in total. The demonstration plots were used as practical examples of best practices and many stakeholders were able to take full benefit of the facilities. The demonstration plots, farmer training and extension services were made possible because of the COMPETE grant. Four of the demonstration plots were under research trials in collaboration with Serere Research Institute and NOGAMU, testing mucuna beans on soil fertility improvement. The trials showed positive results, vigor and size of the plants were markedly better. The mucuna beans improve the soil fertility due to the nitrogen that is released into the soil. Once the next crop is planted on that same land, the seed will benefit from this added nitrogen, causing a higher crop yield and improving the overall quality of the cotton.

Training of the field officers in pest management and the proper use of knapsack sprayers has also been carried out in practical field sessions by the Project Manager.

Out of the five schools we had given inputs to, three schools, Keyo Secondary, Sacred Heart Girls High, and Pabbo SS planted. Pabbo SS planted too early and the emerging crop did not get enough rain and dried out. The other two did very well and are being put to great use for the schools and the community.

## 92 Demonstration Plots in Year One 122 Demonstration Plots in Year Two

Demonstration Plot Locations for 2010/2011 Season:

| District     | Sub-county | Field Worker | Demo allocation | Established |
|--------------|------------|--------------|-----------------|-------------|
| Gulu         | Bobi       | Isaac        | 9               | 9           |
|              | Bobi       | Morris       | 6               | 6           |
|              | Koro       | P. Okello    | 5               | 5           |
|              | Ongako     | P. Okello    | 4               | 4           |
|              | Awach      | Trinity      | 6               | 6           |
|              | Paicho     | Trinity      | 6               | 6           |
|              | Lakwana    | Amos         | 14              | 14          |
|              | Lakwana    | Bosco        | 5               | 5           |
|              | Odek       | Owiny        | 6               | 6           |
|              | Odek       | Kwoyelo      | 5               | 5           |
|              | Lalogi     | Nelson       | 12              | 12          |
|              | Lalogi     | Patrick      | 9               | 9           |
|              | Palaro     | George       | 9               | 9           |
|              | Patiko     | George       | 2               | 2           |
| Nwoya        | Alero      | Griffin      | 6               | 6           |
| "            | Koch Goma  | Margaret     | 9               | 9           |
| Amuru        | Lamogi     | Speke        | 7               | 7           |
| "            | Pabbo      | Speke        | 2               | 2           |
| <b>Total</b> |            |              | <b>122</b>      | <b>122</b>  |



CCIU Program Manager John Tembo at Demonstration Plot Site

### **Pest Management:**

Cotton stainers, Aphids and Whiteflies were present in many of the fields. The cotton stainers stain lint on open bolls and aphids and whiteflies secret honey, which stain the lint as well. To control stainers, farmers were advised to first make use of local available resources, like Red Peppers and Chilies, before using any synthetic pesticides, to conserve the supply that was relatively limited. Similar to the first year, an additional 139 Knapsack Sprayers and 191 Ulva sprayer pumps were distributed to the farmers in the 2010/2011 Season.

CCIU also issued over 100 units of Neembicidine for first line pest control in addition to 350 liters of local formulation that was given out. Farmers were encouraged to formulate these local repellents from their homes using local available resources like chili, Lantana camara, etc.

CCIU received 400 units of Cypercal P from Cotton Development Organization (CDO) and distributed them as follows:

- Bobi 100 units. Acreage registered approximately: 642
- Lakwana 100 units. Acreage registered approximately: 659
- Lalogi 100 units. Acreage registered approximately: 517
- Odek 100 units. Acreage registered approximately: 529

CCIU field officers training concentrated on pest management under an IPM system. All field officers were trained on scouting, calibration and, on best use of sprayers.



## **Societies Ox Plough Program**

Funded by the COMPETE grant, the program set off with the purchase in Kumi cattle market (Teso Region of Uganda) of the 60 oxen in the 2009-10 budget. The oxen were distributed to primary societies as below. A series of two-day training sessions were organized for the societies in their location. The first day was theoretical, the second practical. The service of a trainer who specializes in this was engaged on a short-term contract for this purpose. This program, and the other farm inputs were specifically made possible by the COMPETE grant.

**60 Oxen**  
**30 Ploughs**  
**30 Societies**  
**13 Sub-Counties**  
**2 Districts**  
**Each Year**



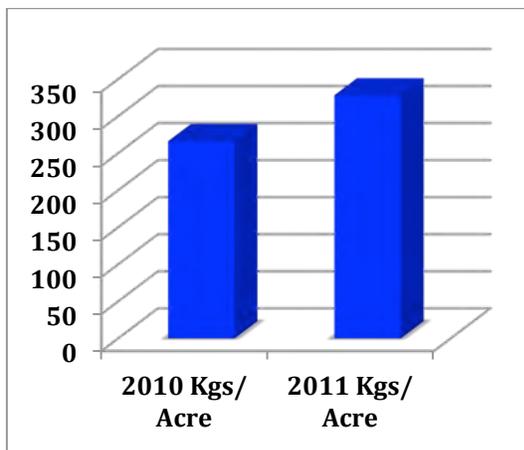
## Harvesting and Yields:



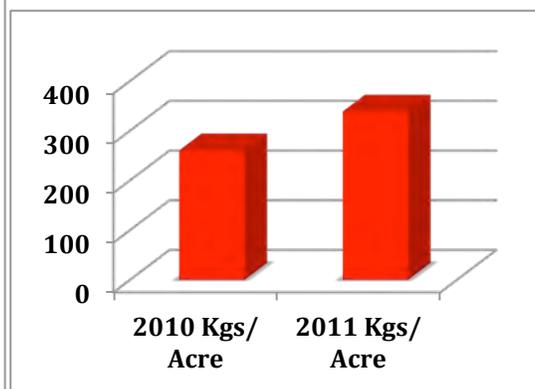
The record prices in the cotton market this year were seen as an opportunity to establish both a Cotton Development Fund and Price Stabilization Fund. During the season the initial Minimum Price to be paid rose from 1,100 Ushs to 1,600 Ushs, but actually reached up to 2,200 Ushs. The international price for lint saw further record-highs, and the industry as a whole will have a profitable year, probably for the first time since 2003-04 season.

As in year one, there was a vast difference in yields between the lowest and the highest performing fields. In case of extremely low yields, circumstances like flooding, abandoning the crop to pests and weeds are responsible. Below is the data from the 2009/2010 season and the 2010/2011 season. Data is associated to demonstration plots. Gulu saw a 23% increase in yield, Amuru/Nwoya had a 30% increase.

**Gulu District:**



**Amuru/ Nwoya**



**GULU**

| Sub-County        | Field officers   | L/ farmer name      | Parish      | Village           | Measure ments | Size | Actual harvest | Yield per acre |     |     |
|-------------------|------------------|---------------------|-------------|-------------------|---------------|------|----------------|----------------|-----|-----|
| Bobi              | Isaac            | Akello Florence     | Paidwe      | Kulu-Otit         | 100*40        | 1.00 | 318            | 318            |     |     |
|                   |                  | Betty Aलोbo         | "           | "                 | 160*25        | 1.00 | 480            | 480            |     |     |
|                   |                  | Labeja Charles Ocen | "           | Along             | 150*30        | 1.13 | 305            | 271            |     |     |
|                   |                  | Okello Tom          | "           | "                 | 100*60        | 1.50 | 318            | 212            |     |     |
|                   |                  | Ogwal Patrick       | "           | Patoo             | 85*50         | 1.06 | 211            | 199            |     |     |
|                   |                  | Anyuru Felix        | "           | Omunya            | 120*65        | 1.95 | 480            | 246            |     |     |
|                   |                  | Okema Alfred        | "           | "                 | 100*40        | 1.00 | 377            | 377            |     |     |
|                   |                  | Nam Coxson          | Patek       | Wiigweng          | 100*40        | 1.00 | 304            | 304            |     |     |
|                   |                  | GuonEjebiyο         | Paluwo      | Areμο             | 100*40        | 1.00 | 209            | 209            |     |     |
|                   | Moris            | Kidega Richard      | Palenga     | Odyak             | 60*20         | 0.30 | 112            | 373            |     |     |
|                   |                  | OjokZackeo          | "           | Iraa              | 80*40         | 0.80 | 96             | 120            |     |     |
|                   |                  | AburEverline        | "           | Ocaga             | 80*40         | 0.80 | 343            | 429            |     |     |
|                   |                  | Komakech Joel       | Paidongo    | Labworomor        | 80*40         | 0.80 | 120            | 150            |     |     |
|                   |                  | Aol Christian Oyela | "           | Lelaοbarο         | 80*30         | 0.60 | 146            | 243            |     |     |
|                   |                  | Odong Michael       | "           | Wiilacic          | 80*30         | 0.60 | 425            | 708            |     |     |
|                   |                  | Lakwana             | Okello Amos | Grace AcioOpio    | Parak         | Awoo | 92*40          | 0.92           | 255 | 277 |
|                   |                  |                     |             | OdongGeofrey      | "             | "    | 90*35          | 0.79           | 257 | 326 |
|                   |                  |                     |             | Balafelix         | "             | "    | 95*35          | 0.83           | 323 | 389 |
|                   |                  |                     |             | AryetDonas        | "             | Obir | 85*40          | 0.85           | 226 | 266 |
| BuaOpio Frederick | "                |                     |             | Olula             | 101*52        | 1.31 | 476            | 363            |     |     |
| Oming Patrick     | "                |                     |             | "                 | 75*50         | 0.94 | 206            | 220            |     |     |
| OkelloAnington    | "                |                     |             | Ocok-can          | 128*30        | 0.96 | 432            | 450            |     |     |
| Otwal Simon       | "                |                     |             | Abura             | 90*40         | 0.90 | 157            | 174            |     |     |
| AnioBenon         | "                |                     |             | "                 | 90*40         | 0.90 | 230            | 256            |     |     |
| OdochBosco        | Okecha John      |                     | "           | Abura             | 70*50         | 0.88 | 200            | 229            |     |     |
|                   | Ogwal Patrick    |                     | "           | Teilwa            | 115*30        | 0.86 | 545            | 632            |     |     |
|                   | Lakony Paul      |                     | "           | "                 | 110*30        | 0.83 | 220            | 267            |     |     |
|                   | Olyech Emmanuel  |                     | "           | Burkweyo          | 80*45         | 0.90 | 203            | 226            |     |     |
|                   | Ogwet Fabio      |                     | "           | Bar-Romo          | 75*40         | 0.75 | 162            | 216            |     |     |
|                   | Kidega Raymond   |                     | Te- Got     | Wii- Gwenge       | 150*55        | 2.06 | 377            | 183            |     |     |
|                   | Otim George      |                     | "           | "                 | 100*40        | 1.00 | 237            | 237            |     |     |
|                   | ArrwataManrensiο |                     | "           | Labworomor        | 134*44        | 1.47 | 648            | 440            |     |     |
|                   | OlotCosmas       |                     | "           | Arwotomiya        | 132*34        | 1.12 | 580            | 517            |     |     |
|                   | Okello Richard   |                     | "           | "                 | 140*72        | 2.52 | 607            | 241            |     |     |
| Lalogi            | Patrick          | Odur Edward         | Gem         | Lugung            | 100*40        | 1.00 | 560            | 560            |     |     |
|                   |                  | Onek Francis        | "           | "                 | 100*40        | 1.00 | 472            | 472            |     |     |
|                   |                  | OkelloBornface      | "           | Lagude            | 100*40        | 1.00 | 658            | 658            |     |     |
|                   |                  | Okoya Collins       | "           | "                 | 80*50         | 1.00 | 389            | 389            |     |     |
|                   |                  | Banya Emmanuel      | "           | Opwac             | 100*40        | 1.00 | 400            | 400            |     |     |
|                   |                  | Okello John Kark    | "           | "                 | 80*50         | 1.00 | 395            | 395            |     |     |
|                   |                  | Ojok Samuel         | "           | "                 | 80*50         | 1.00 | 426            | 426            |     |     |
|                   |                  | OjokJowel           | "           | Otal              | 80*50         | 1.00 | 603            | 603            |     |     |
|                   |                  | Opira Richard       | Parwech     | Te-store          | 80*50         | 1.00 | 444            | 444            |     |     |
|                   | Nelson           | Ongom Anthony       | "           | Laminlyeka        | 100*40        | 1.00 | 409            | 409            |     |     |
|                   |                  | Mwaka Joseph        | "           | Opit Lower Centre | 80*45         | 0.90 | 308            | 342            |     |     |
|                   |                  | Okello John Bosco   | "           | Laminokure        | 100*40        | 1.00 | 180            | 180            |     |     |
|                   |                  | Moro Terence Lukira | Idobo       | Latinnyer         | 80*50         | 1.00 | 390            | 390            |     |     |
|                   |                  | Moro Coxson         | Jaka        | Wanglobo          | 98*38         | 0.93 | 210            | 226            |     |     |
|                   |                  | Obura Michael       | "           | "                 | 100*40        | 1.00 | 750            | 750            |     |     |
|                   |                  | OkoriNassan         | "           | Ayomlony          | 120*40        | 1.20 | 540            | 450            |     |     |
|                   |                  | KagwaCelsio         | "           | Aparowiya         | 100*40        | 1.00 | 292            | 292            |     |     |
|                   |                  | Adjumani Michael    | "           | "                 | 110*40        | 1.10 | 250            | 227            |     |     |
|                   |                  | Okongo John         | Lukwor      | Oryang            | 80*50         | 1.00 | 235            | 235            |     |     |
|                   |                  | Ojok Robert         | "           | "                 | 120*38        | 1.14 | 350            | 307            |     |     |

|        |                |                    |               |             |         |      |      |     |
|--------|----------------|--------------------|---------------|-------------|---------|------|------|-----|
|        |                | OkotVincert        | "             | Barolam     | 100*40  | 1.00 | 498  | 498 |
| Odek   | OjokBosco      | Opobo Ford         | Lamola        | Dino        | 110*20  | 0.55 | 300  | 545 |
|        |                | LakotKetty         | "             | "           | 95*35   | 0.83 | 302  | 363 |
|        |                | OryemAnania        | "             | Awali       | 80*45   | 0.90 | 730  | 811 |
|        |                | Acire George       | "             | "           | 142*40  | 1.42 | 521  | 367 |
|        |                | Banya Michael      | "             | "           | 110*30  | 0.83 | 813  | 985 |
|        |                | ObwoyaMakaey       | "             | Ajan        | 126*25  | 0.79 | 395  | 502 |
|        | Kwo-yeloSisto  | AyuAppel           | Lamola        | Dino        | 126*56  | 1.76 | 549  | 311 |
|        |                | Olal John          | "             | "           | 120*35  | 1.05 | 475  | 452 |
|        |                | AnyingJenniffer    | Palaro        | Olam        | 110*60  | 1.65 | 462  | 280 |
|        |                | LatigoJanani       | "             | Lukee       | 90*68   | 1.53 | 403  | 263 |
|        |                | Olanya Martin      | Binya         | Romki-Tuku  | 168*90  | 3.78 | 500  | 132 |
| Palaro | Acellam George | VentorinaLadurOkot | Labworomor    | Patwol      | 100*40  | 1.00 | 544  | 544 |
|        |                | NyekoCelsio        | "             | Agoro       | 100*40  | 1.00 | 225  | 225 |
|        |                | OmonaCelsio        | "             | "           | 100*40  | 1.00 | 187  | 187 |
|        |                | OnenKarlo          | "             | "           | 100*40  | 1.00 | 240  | 240 |
|        |                | OlumAuma Justine   | Mede          | Ongedo      | 100*40  | 1.00 | 394  | 394 |
|        |                | Kidega William     | "             | Ongedo      | 80*40   | 0.80 | 265  | 331 |
|        |                | Okot Daniel        | Owalo         | Pok-Ogali   | 200*29  | 1.45 | 246  | 170 |
|        |                | AtaroCicilia       | "             | Lugore      | 75*45   | 0.84 | 180  | 213 |
|        |                | Okello Mark        | "             | "           | 100*40  | 1.00 | 239  | 239 |
| Patiko | Acellam George | Odong. B. Ayila    | Kal           | Patalira    | 110*40  | 1.10 | 280  | 255 |
|        |                | Okot Alex          | "             | Anyadwe     | 100*40  | 1.00 | 485  | 485 |
| Paicho | Trinity        | Obwona Francis     | Angaya        | Kidere      | 81*40   | 0.81 | 402  | 496 |
|        |                | OkoyaEujabio       | "             | Agung       | 89*40   | 0.89 | 120  | 135 |
|        |                | Opiyo Robert       | Pakweo        | Kinene      | 50*50   | 0.63 | 115  | 184 |
|        |                | Oola John          | Ka-Alii       | Te-olam     | 72*40   | 0.72 | 310  | 431 |
|        |                | Oola Timothy       | "             | Laworo      | 80*58   | 1.16 | 493  | 425 |
|        |                | OkumuSabinol       | Unyama        | Awich       | 88*40   | 0.88 | 149  | 169 |
| Awach  | Trinity        | Okeny Julius       | Paduny        | Paromo      | 187*75  | 3.50 | 1395 | 399 |
|        |                | AkenaKaitano       | "             | Payuta      | 80*40   | 0.80 | 256  | 320 |
|        |                | UkumuVinansio      | Gwengdiya     | Paromo      | 85*40   | 0.85 | 158  | 186 |
|        |                | Okello Alfred      | Paibona       | Tugu        | 90*45   | 1.01 | 150  | 148 |
|        |                | OkechAbiri         | "             | "           | 75*40   | 0.75 | 370  | 493 |
|        |                | Kilama Alfred      | Pukony        | Oguru       | 85*50   | 1.06 | 312  | 294 |
| Koro   | Patrick Okello | Vincent Owiny      | Lapainat west | Lapinyoloyo | 98*28.5 | 0.70 | 330  | 473 |
|        |                | Obwoya J.B         | "             | "           | 90*65   | 1.46 | 34   | 23  |
|        |                | Okech Thomas       | Ibakara       | Lakwatomer  | 50*30   | 0.38 | 136  | 363 |
|        |                | Okello George      | "             | "           | 65*63   | 1.02 | 239  | 233 |
|        |                | Alice Amono        | "             | Olanbayo    | 106*55  | 1.46 | 400  | 274 |
| Ongako | Patrick Okello | Betty Opige        | Patuda        | Amilobo     | 77*54   | 1.04 | 383  | 368 |
|        |                | OcayaFilda         | "             | "           | 87*64   | 1.39 | 181  | 130 |
|        |                | Justine Oyugi      | Kal           | Laminlawino | 100*40  | 1.00 | 200  | 200 |
|        |                | Ronaldo Okot       | "             | Kalcentre   | 100*40  | 1.00 | 350  | 350 |

**Totals & Average**

**105.39**

**34562**

**328**

**AMURU / NWOYA**

| Sub-County | Field officers | L/ farmer name       | Parish | Village | Measurements | Size | Actual harvest | Yield per acre |
|------------|----------------|----------------------|--------|---------|--------------|------|----------------|----------------|
| Koch-Goma  | Margret        | Oweko Jackson Adonga | Orum   | Goro    | 82*52        | 1.07 | 320            | 300            |
|            |                | Moro Wilfred         | "      | Obul    | 80*40        | 0.80 | 339            | 424            |
|            |                | Olweny George        | Lii    | Pakiya  | 120*62       | 1.86 | 846            | 455            |
|            |                | Otto James           | "      | "       | 88*48        | 1.06 | 275            | 260            |

|        |         |                     |           |          |        |      |     |     |
|--------|---------|---------------------|-----------|----------|--------|------|-----|-----|
|        |         | Okello Benson       | "         | Bungu    | 86*56  | 1.20 | 420 | 349 |
|        |         | Lukwiya Margret     | Agonga    | Agonga A | 80*70  | 1.40 | 459 | 328 |
|        |         | OkumuAmolaAgala     | Amar      | Lakalac  | 100*50 | 1.25 | 293 | 234 |
|        |         | Akena Jacob         | "         | Kalanga  | 80*40  | 0.80 | 247 | 309 |
|        |         | Wana Ronaldo        | Kal       | Kal-AI   | 80*35  | 0.70 | 568 | 811 |
| Alero  | Griffin | OngoyaCeaser        | Kal       | Atocon   | 80*40  | 0.80 | 135 | 169 |
|        |         | OlamGonestoEronesto | "         | "        | 100*40 | 1.00 | 472 | 472 |
|        |         | Okello Santo        | "         | "        | 100*50 | 1.25 | 225 | 180 |
|        |         | OdongMarako         | Bwobonam  | Kinene   | 145*50 | 1.81 | 476 | 263 |
|        |         | Obong Solomon       | "         | "        | 150*50 | 1.88 | 667 | 356 |
|        |         | OkoyaSaverio        | Kal       | Atocon   | 80*50  | 1.00 | 551 | 551 |
| Pabbo  | Speke   | Ocan David          | Parubanga | Perico   | 80*60  | 1.20 | 248 | 207 |
|        |         | Oceng Ben           | "         | "        | 90*35  | 0.79 | 243 | 309 |
| Lamogi | Speke   | AwekoJoska          | Palema    | Amilobo  | 160*28 | 1.12 | 456 | 407 |
|        |         | OngomKeneri         | "         | "        | 80*34  | 0.68 | 339 | 499 |
|        |         | Obwuya Dickson      | Giragira  | Ayila    | 140*60 | 2.10 | 313 | 149 |
|        |         | OryemBosco          | Coke      | Lamola   | 100*45 | 1.13 | 414 | 368 |
|        |         | Obita Gama          | Agwayugi  | Abye     | 120*40 | 1.20 | 319 | 266 |
|        |         | Okwera Willy        | Pagoro    | Opok     | 90*50  | 1.13 | 412 | 366 |
|        |         | OlaaPyrino          | Giragira  | Coo-rom  | 70*40  | 0.70 | 408 | 583 |

**Totals &  
Average**                      **27.91**        **9445**        **338**

## Community Impact:

On top of the data that has been previously presented, the increase in number of societies that have formed in the last two years serves as further evidence that the project activities are starting to be recognized and trusted in the community as having an impact. The districts where CCIU operates were previously neglected by the large ginners due to the small quantity of cotton produced as well as the poor security situation. The involvement of societies and interest from outside buyers are now taking advantage of the presence of peace and have encouraged thousands of additional farmers to plant cotton as a cash crop. The record-high price of cotton will have a big impact in the same direction, but that also comes with a challenge that the next crop will not see the same good prices. Farmers should be discouraged from abandoning food crops in favor of cotton like some did in 2004-05, with disastrous results in some areas. This represents a crucial and important role for the field staff and trainers.



*CCIU staff hosting a committee meeting with members from the Lakwana society.*



## **Village Savings and Loans Association (VSLA)**

In addition to the effect that the farming initiative is having on the communities, Invisible Children continues to operate a savings and investment-training program with many of the farmers registered with CCIU.

VSLA provides members with three immensely valuable benefits: a way to save money, a way to earn interest, and a way to access previously unavailable capital to start small businesses.

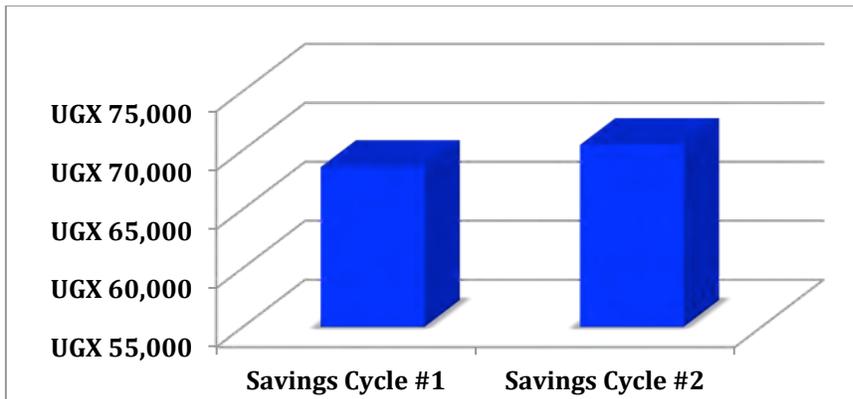
Currently, VSLA is comprised of 50 savings groups consisting of 20 members each. VSLA groups spread valuable financial knowledge to members of their community. Group members meet once a week to save and loan money. With structured support and financial instruction from VSLA staff, people who have never saved money before are being empowered through learning life-changing personal finance practices. Invisible Children has recognized the need for building the practical skills of participants beyond financial training. With illiteracy rates in northern Uganda at 57%, IC provides literacy trainers to 400 beneficiaries, equipping them with a crucial skill, which will benefit their businesses, their communities and their families. The program now supports over 1,000 people in rural areas of northern Uganda and will continue to grow over the next few years.

Once a group has learned VSLA methodology, Invisible Children gives the group more autonomy. After a few savings cycles, groups are experienced enough to teach their peers about the VSLA model, making viral growth possible and leading to the sustained success of the program.

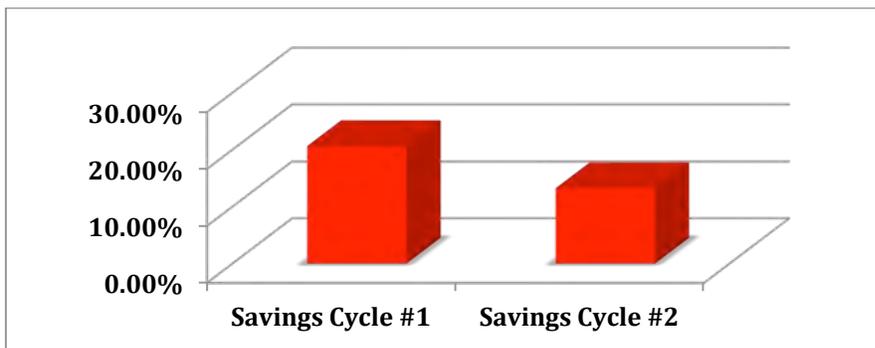


*Village Savings and Loans group meeting. Koro, March 2011*

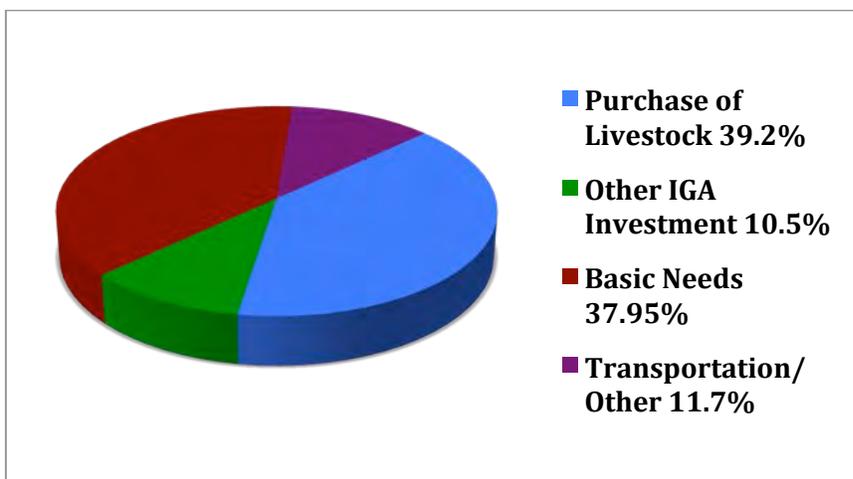
### Average VSLA Savings per member:



### Average Return on VSLA Savings:



### Use of savings and interest from first VSLA cycle:



Each group member took out an average of 1.8 loans per cycle. The average default rate per group was 2.6% in cycle one and 3.5% in cycle two. The average return on VSLA Group Investment into an IGA was 62.9% or an average of 188,800 UGX.

## **Lessons Learned and Recommendations:**

With any innovative endeavor, one always has to learn and adapt to unforeseen dynamics when they come into play, and adapting to a changing dynamic was the story of CCIU. Along the way, there were many changes that affected the work of CCIU. These changes included:

- The campaign of the Ugandan Government against organic
- The departure of Christian Kemp Griffin as CEO of EDUN
- The operational challenges and difficulties facing Phenix Logistics Company
- The change in strategy of EDUN Apparel, moving away from high-volume blank t-shirt sales
- The transition in the vision, management and strategy of CCIU to Technoserve.
- The Technoserve decision not to take on the mini-ginning strategy

All of these changes were difficult to move past, but the management of CCIU continued to move forward.

### **Recommendations:**

Irrespective of these changes, the management of CCIU would make the following recommendations to assist any similar venture in the future:

- There is a strong culture of dependency that exists amongst many of the communities in northern Uganda. Because of the two-decade conflict related to the Lord's Resistance Army (LRA), there have been hundreds of NGOs who have operated programs in all of these communities. Therefore, people can expect to be compensated for very small amounts of their time. For instance, farmers' attendance was sometimes quite poor because farmers expected to be paid allowances by the organizers of a meeting. This concept was introduced by some NGOs that started paying people to participate in their trainings or gatherings. The recommendation of any future initiative is to attack this challenge head-on. Set the tone and expectation from day one that you are not going to contribute to an environment of hand-outs, but to an environment of empowerment.
- The lack of bank accounts posed a major challenge for the societies. The recommendation is to work with the societies up front to put in place the necessary capacity-building elements for them to effectively run the program.
- Budgeting is extremely difficult when the exchange rate can vary so significantly. Setting in place contingency measures in case the exchange rate changes over a certain amount would be very helpful. Perhaps budgeting all of the time in USD would help with this.
- When the political winds of change start blowing, it can be very difficult not to be blown off course. The indecision as to organic or not delayed our rolling out of the

training program, and we lost some important time due to this. In hind-sight we should have moved forward more quickly towards the path with more certainty.

- While the mini-gin program is not moving forward in the Technoserve-led initiative, it is still the belief by many members of CCIU that it is a very viable and innovative approach to value addition creation. To this ends, CCIU staff have engaged the consultation of a company called UNACOFF to do an independent review of the mini-gin strategy with the intention to carry forward the program. Invisible Children is very excited about this possibility and is making every good faith effort to help it succeed.
- Any project like CCIU is very dependent on the relationship between the farmers and the program staff. Therefore, hiring a program manager that understand the value of personal relationships and respect for each farmer is very important. The successful role of Program Manger John Tembo, who's salary was covered by the COMPETE grant, cannot be understated. He was an absolutely essential piece to the project, and his role continues with the new Technoserve led program.

## **The Future of CCIU:**

After seeing the success of the training and extension services that CCIU was providing to farmers in northern Uganda, Edun Apparel increased its commitment to CCIU. In January 2011, Edun announced a \$1.6 million dollar commitment to fully fund CCIU for the next three years. After engaging in a few months of consultation, Edun decided to use the global development organization, Technoserve, to be the implementer of CCIU going forward. Technoserve's mission is to help entrepreneurial men and women in poor areas of the developing world to build businesses that create income, opportunity and economic growth for their families, their communities and their countries.

Technoserve will use its market facilitation model to continue the training and support of the current group of farmers, with the intention to increase up to 8,000 farmers over the next three years. Their model will facilitate improvements in the entire cotton value chain to achieve sustainable social and economic development impact. All constraints in the value chain will be addressed, including technical skills, business skills, input services and market linkages.

The objective of the project is to achieve sustainability when the various components of the value chain can continue to operate and improve after the supporting program has stopped because markets operate efficiently and continue to do so without additional resources.

Invisible Children will receive a portion of the program budget to continue facilitating and operating the social program component of CCIU. This includes three phases that will occur simultaneously, Villages Savings and Loans Association, Functional Adult Literacy and WASH (Water, Sanitation and Hygiene). ICU's Social Program will extend to the rural communities growing cotton and selected staples crops with TechnoServe who will lead the process of selecting the beneficiary groups in targeted communities. All social activities will be integrated with Technoserve business program and the social program will be implemented in communities targeted by the Technoserve program. The program seeks not only to overcome challenges associated with lack of basic education, a poor savings and investment culture, and access to safe water, but also to provide the means toward sustainable economic growth in remote communities isolated from access to capital, banks, and microfinance institutions.

At a minimum, the social program will directly benefit 1,350 households (approximately 6,750 family members) in the first year. In three years the project will directly work with a total of 2,700 beneficiaries and will indirectly benefit over 13,500 community members connected to cotton farming.

## About Invisible Children

Invisible Children has been working in northern Uganda since 2003, playing an integral role in the peace and recovery of the region. Invisible Children's work has been featured on CNN International, Larry King and Oprah and has been the recipient of numerous awards, including the 2008 Ugandan North American Association Service Award for its work in education and economic development.



*Invisible Children staff at the Gulu Office Headquarters*



*CCIU Program Manager John Tembo doing a site visit with Invisible Children volunteers*