

## **FXBVillage Model Uganda**

### **Background**

#### ***About FXB***

Francois-Xavier Bagnoud International (FXB) is an international development organization which works to create a world where everyone has a chance not just to survive but to thrive. FXB's mission is to provide the poorest of the poor families with the tools and support they need to become self-sufficient and give their children a future. Over its 27-year history of breaking the cycle of poverty, FXB has changed the lives of 17 million children, adolescents and adults in 20 countries.

#### ***About the FXBVillage Model***

The FXBVillage Model is a comprehensive, integrated, time-bound and sustainable methodology that helps people in vulnerable communities permanently escape extreme poverty. This methodology was first developed in 1991 by FXB, with input from experts at Harvard University. FXB currently operates 26 such programs in Burundi, China, Colombia, India, Mongolia, Rwanda and Uganda. 83,500 children and adults have been lifted out of poverty through the FXBVillage programs.

FXBVillage provides integrated support in nutrition, health, education, and housing to meet participants' immediate needs while building their income capacity to become economically self-sufficient. Instead of lending, FXB provides startup capital complemented by financial literacy training. This enables program participants to secure a portfolio of income-generating activities before accessing microcredit, which increases their potential to create sustainable livelihoods.

Each FXBVillage targets 80-100 households and offers them a package of health, education, and financial support over a three-year period. Beneficiaries are selected based on their relative poverty level, motivation to achieve program objectives, and if they have orphans or vulnerable children in the household. In year one, the program provides financial support to cover all of the households' needs, such as nutritional, health care, and the costs of children's education. In years two and three of the program, this financial support is scaled back to 75 percent and 50 percent, respectively to transition households to financial independence. Services sequenced over the three-year period include including HIV/AIDS prevention and access to Antiretroviral Therapy (ART), health and nutrition, water hygiene and sanitation, education, psychosocial support, family planning, food security, child rights, legal protection and income-generating activities.

The goal of the FXBVillage Model is to support households impacted by HIV/AIDS with a comprehensive package of services such that they can meet their own needs and those of Orphans and Vulnerable Children (OVC) in their care. This case study will focus on the FXBVillage Model implemented in Uganda.

#### ***FXBVillage Model Impact***

Research conducted by the Oxford Poverty & Human Development Initiative in 2014 on the FXB Villages in Uganda highlighted that after participation in the program, beneficiary households are multi-dimensionally less poor than their peers, even three years after the program was completed. Beneficiaries also experienced improvements in housing and land ownership, savings, dietary diversity, and improved water sources.

In 2015, researchers from the University of Pennsylvania and Harvard University compared the status of 1,500 FXB beneficiary households from Rwanda and Uganda before and after program completion by sampling households surveyed as part of the national Demographic Health Surveys. The evaluation concluded that the FXBVillage programs induced marked improvements related to economic security, health, nutrition, access to safe water and sanitation, psychosocial wellbeing, participation and educational resources.

## Under the Microscope: Partnership

Even though FXB Uganda is the implementer of the FXBVillage Model, with its staff carrying out program activities, partnership is a key component as well as driver of success of the FXBVillage Model. The main funding partners of FXB Uganda are the United States Government's President's Emergency Plan for AIDS Relief (PEPFAR) PEPFAR and the USAID. Through their model, FXB worked closely with existing national, regional, and local services to provide or support aspects of the components of the graduation program, to avoid duplication of services as well as ensure that the provision of these services would be sustainable over time. This section will detail some program components as well as the actors that were involved in each component.

- 1. Health promotion and HIV services:** This component includes the mobilization of weekly mobile health clinics by nurses to administer basic care to beneficiaries and make medical referrals. Nurses also conduct group health education trainings for beneficiary households in year one, and then expand this education to the communities in years 2 and 3. They also provide health counseling (for example, for HIV/AIDS treatment adherence and family planning). Through local water use committees, newly constructed latrines and hand-washing stations are monitored. Water purification chemicals (PUR sachets) were provided to households as a strategy to control diarrhea and other water-borne illnesses and were provided through a partnership with Procter and Gamble's Children's Safe Drinking Water Initiative. PSI-PACE mobilized the supply chain agents for the PUR sachets in Uganda and managed the related awareness and training campaigns.

FXB Uganda also worked with government and private clinics and hospitals, the Baylor College of Medicine-Mulago, the Joint Clinic Research Center (JCRC), Nurture Africa, The AIDS Support Organization (TASO), the Infectious Disease Institute-Mulago, Namungoona Orthodox Mission Hospital, and Kyenjojo Health Center IV, and Reproductive Health – Uganda.

- 2. Education:** FXBVillage program subsidizes children's education costs such as fees, tuition, supplies, uniforms. Staff monitor school attendance and performance and help vocational school graduates find employment or apprenticeships. To provide the education support, FXB partnered with the Ministry of Education of Uganda, local artisans, District Education Officers, local school management committees, and parent-teacher associations.

FXB also conducted child protection awareness sessions and coordinated with local authorities to protect children's rights. FXB Uganda trained child protection school clubs and Health Alert-Gulu in Uganda to build skills in implementing community child participation models – especially among children living with HIV/AIDS. Additional partners and collaborators included the Ministry of Gender, Labor and Community Development and National Council for Children, UNICEF, the African Network for the Prevention and Protection against Child Abuse and Neglect, Nurture Africa, Raising Voices, Child's i Foundation, and Bantwana Initiative. FXB collaborated with the Bantwana Initiative (which is World Education, Inc.'s initiative in Uganda that targets vulnerable children), for example, to understand community-based best practices on child protection as well as to collaborate together in Western Uganda to promote child protection using youth-led structures. Under the PEPFAR- and USAID-funded New Partners Initiative, FXB in turn built capacity in HIV prevention strategies of 23 other community-based organizations who belong to the Civil Society Network.

- 3. Business:** Households are assisted in starting and expanding income-generating activities through provision of capital grants, in-kind resources, training (on basic financial management, budgeting, credit), and on-going support. After the first year, households were assisted in forming informal saving and lending groups and linking to formal microfinance institutions.

To support the business component, FXB collaborated with Saving and Internal Lending Communities (SILC), HOFOKAM and BRAC in Kyenjojo as well as Centenary Rural Development Bank and Uganda Micro-Credit Limited in Kampala.

### **Lessons Learned**

While FXB took the lead on identifying and building the numerous partnerships listed above, the purpose behind these partnerships was to avoid duplication of efforts and to enrich the impact of the program on the beneficiaries. Memorandums of Understanding (MOUs) were critical for outlining how organizations would engage and collaborate, but prior to signing partnership agreements, FXB staff worked diligently to understand the integrity of the potential partners as well as their capacity to contribute to the partnership goals.

FXB staff also shared that it was and is necessary to also be prepared to end or say no to partnerships where the integrity of the partnership is at risk, i.e. when the partner roles and methods of work are not clear. Organizations should also not pursue and build partnerships with the goal of simply being part of a group as this compromises and affects the programming. MOUs have to clearly articulate

- a) the type of partnership model
- b) the benefits that the partnership will provide to all parties in the partnership,
- c) the added value the partnership creates for the program,
- d) the funding agreement,
- e) how best practices will be shared, and
- f) how resources will be coordinated,
- g) and how referrals will be made between the partners.

### **Going Forward**

FXBVillage in Uganda is also a collaborator under the Sustainable Comprehensive Responses (SCORE) for Vulnerable Children and their Families Program funded by USAID. Managed by AVSI Uganda, FXBVillage has reached over 1000 additional households in Uganda since 2013.

This case study heavily drew upon the following resources:

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