

**Institution Building in the Non-Profit Sector**  
**Working as a Fundraising Consultant at a Rehabilitation Center**  
**for Children with Disabilities in Lira, Uganda**

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## ABSTRACT

The purpose of this study is to help a small non-profit organization in Lira, Uganda gain greater access to funding. First, I will discuss the importance of institution building in the non-profit sector. Then I will outline the participatory action research I did while working as a fundraising consultant for the Freidis Rehabilitation and Disable Center (FRDC). After this, I will discuss my findings and make a series of recommendations for the organization in the areas of public relations, marketing, and grant writing. Then I will conclude that there is a great need for consulting in the non-profit sector and that it is especially important to concentrate institution building efforts on emerging non-profit organizations. Finally, I will discuss the weak points of this project, my future plans for an expanded study, and my recommendations for a similar research topic.

## INTRODUCTION

The purpose of this study is to increase the organizational capacity of the Freidis Rehabilitation and Disable Center (FRDC) so that it can better communicate its valuable services to potential donors and secure future funding. FRDC was established in 2007 to provide physical therapy and psychosocial support for vulnerable children living in the war-torn region of Lira, Uganda. As of this writing, however, the organization has been without funding for the past three months. By researching the organization's mission, services, financial circumstances, and future plans and also gathering information about public relations, marketing, and grant writing, I hope to make a series of

recommendations that will set FRDC on a course for sustainable development so that the organization may continue doing its valuable work.

After discussing the growing importance of institution building in international development, I will present several strategies for increasing organizational capacity and examine the great need for consulting within the non-profit sector. Then I will describe the participatory action research approach I employed while working as a fundraising consultant for FRDC. I will summarize my findings and analyze the information I gathered. Then I will make a series of recommendations in the areas of public relations, marketing, and grant writing in order to improve the organization's capacity to communicate its services and secure future funding. In closing, I will argue that there is a great need for consulting in the non-profit sector and that it will be crucial to center future institution building efforts around small non-profit organizations. After this, I will outline the problem areas of this undertaking, my future plans for an expanded study, and my recommendations for a similar research project.

## LITERATURE REVIEW

This literature review is divided into four sections. In the first section, I will discuss the development efforts of the past and present. In the next section, I will examine the need for a new emphasis on institution building. After this, I will present a number of strategies for increasing organizational capacity. Finally, I will look at the relationship between consultants and non-profit organizations.

### *The Trickle-Down Effect and the Basic Needs Approach*

Development efforts of the 1950's and 1960's concentrated on economic growth. This led to significant growth rates of gross national product (GNP) in developing countries, but failed to yield a "trickle-down effect" that would bring economic and social benefits for all levels of society. In fact, inequality was seen to increase during this time period, both between the developed countries of the global North and the developing ones of the global South and within the developing countries of the South. (Kaplan, 1996).

In response to this increased inequality around the globe, a new development strategy emerged in the 1970's called the "basic needs approach." This strategy has concentrated on poverty eradication in hopes of raising the level of equality in developing countries (Kaplan, 1996). This approach to development has been embraced by a number of international organizations, first world countries, and national governments over the past forty years. For example, international organizations concerned with grassroots development such as the Graeme Bank (Yens, 2002) and the Atoka Foundation (Bernstein, 2005) have brought millions of people out of poverty and improved living conditions around the world. In Uganda, the United States Agency for International Development (USAID) imparts grants to Action Aid Uganda, which in turn acts as a sub donor to local development and empowerment organizations (Personal Communication, March 2008, USAID Program Officer). President Museveni has also developed the Poverty Eradication Action Plan to provide an overarching framework for the economic and social development of Uganda (Ugandan Parliament, Ministry of Health, 2005).

The humanitarian emphasis of development efforts over the past forty years has been more successful in improving the economic and social living conditions of ordinary

people in the developing world than the purely economic development efforts of the 1950's and 1960's, but still carries with it a number of inherent risks. First, the success that the basic needs approach has had on the lives of individuals can be mistaken for success in making structural change in the global community. While many lives have been improved in the developing world, there is still a sharp divide between developed and developing countries that needs to be addressed.

Second, many of the human investments that have been made in the developing world cannot function without equal investments in other aspects of society. For example, there is a large and growing body of educated people in Africa which cannot find employment or appropriate compensation (Wohlgemuth, Carlsson, Kifle, 1998). This often means that the people who have received the most in terms of human investments cannot rise to their full potential and make effective contributions to the furthered development of society.

Third, the rhetoric that surrounds the current development efforts can be misleading. "African governments," Mama writes, "ever eager to placate their populace while currying favor in an increasingly competitive aid market, have adopted this language, and produced a series of official declarations calling for 'participatory development'" which may not be a reflection of their actions (Eade, 2000:45). For this reason, she argues that participatory action needs to be "directed by clear and explicit definitions of exactly whose participation is involved at every stage, what that participation entails, and on whose terms" (Eade, 2000:49).

The economic and social benefits of the basic needs approach have proved its effectiveness as a development strategy. To ensure that it remains effective in the future,



however, it will need to be pursued in tandem with an approach that encourages structural changes, makes investments in organizations, and operates with explicit goals.

*Institution Building: A More People-Centered Approach*

Wohlgemuth, Carlsson, and Kifle argue that the crisis of African development is the crisis of its institutions (Wohlgemuth, Carlsson, and Kifle, 1998). If this is true, successful economic and social development will depend on the successful development of the institutions of the state and civil society.

The weakness of African institutions has been attributed to “the colonial legacy, unfavorable external factors, poor economic policies, and increasing dependence on foreign assistance” (Wohlgemuth, Carlsson, and Kifle, 1998: 62). The weakness of these institutions does not arise from an absence of knowledge, education, training, or personnel, but instead from the fact that the institutions have been unable to absorb and retain their domestic capacity (Wohlgemuth, Carlsson, and Kifle, 1998).

The institutions of the state and civil society are important to repair because, when functioning properly, they provide social services, promote the well-being of various social groups, and encourage democratic development (Wohlgemuth, Carlsson, and Kifle, 1998). Nongovernmental organizations are especially important because they often represent the ideals of a society or the collective ethics of the global community, and not simply the desires of the head-of-state or the government.

“If we are serious about people-centered development,” Kaplan writes, then “the building of the institutions of civil society becomes the true realm of the development practitioner” (Kaplan, 1996: 83). Only a vibrant civil society, he argues, with a large

number of freely operating humanitarian organizations can challenge a state's hegemony, fundamentalism, dogma, or monopoly of interests (Kaplan, 1996: 108).

### *Strategies for Increasing Organizational Capacity*

Institution building is complex and multidimensional. There are no simple or straightforward solutions in strengthening Africa's institutions. As Wohlgemuth, Carlsson, and Kifle note, "neither the wholesale import of foreign patterns of organization nor the imposition of traditional methods will work" (Wohlgemuth, Carlsson, and Kifle, 1998: 64). In illustrating their point, they refer to the study of African Management in which the World Bank concluded that Africa needs institutions that are rooted in tradition, but receptive to new ideas (Wohlgemuth, Carlsson, and Kifle, 1998). It is safe to assume, therefore, that no single strategy will succeed in increasing organizational capacity alone and that a variety of strategies must be pursued simultaneously.

This is especially true for non-profit organizations, whose bottom line is a social outcome rather than a profit, whose clients are usually recipients rather than contributors, and whose activities must be financed by someone else. To strengthen non-profit organizations, foreign assistance can provide funding, training, equipment, and personnel. Large, robust institutions in developed countries can pool their knowledge and resources with smaller, less powerful institutions in developing countries. Temporary training institutions can be established in centralized locations to bring a large number of people from different organizations together for instruction. Books, instruction manuals, and teaching materials can be written and made available for the managerial staff of different

kinds of organizations. Perhaps most importantly, consultants working with organizations on an individual basis can provide them with technical assistance and connect them with the resources that they identify as being needed most.

### *Consultants and Non-Profit Organizations*

Non-profit organizations differ from state-run institutions in that they are nongovernmental, and from profit-centered ventures in that they are more concerned with making social investments. Most of the organizations working to address societal needs in areas such as art, culture, faith, education, health, human services, development, and the environment are doing so independently of state governments and cycling their proceeds back into their work (Lukas, 1998). In short, a non-profit organization is a self-governing institution whose mission is the bottom line.

As the economic and social needs of society change, multiply, and become increasingly complex, the task before non-profit organizations becomes more and more difficult. Poverty, disease, malnutrition, violence, abuse, and corruption demand innovative responses. There are limited funds to develop and implement these responses, however, and the effectiveness of a given response is hard to measure.

These challenges are also compounded by fierce competition for funding. There are ten to twenty thousand non-profit organizations engaged in development work in the South, competing for international aid (Eade, 2000). Much of this aid is earmarked by foreign governments, however, long before it can be allocated for specific program use. For example, 99.6% of the money that goes to the USAID mission in Uganda is earmarked by congress (Personal Communication, March 2008, USAID Program

Officer). This means that there are different amounts of funding for different causes and can make it very difficult for a non-profit organization to procure the necessary funding for a given program.

Responding to the changing needs of society and competing for international aid is “a challenge for any organization, whether a new, emerging grassroots group, a more stable organization that needs to adjust program focus or capacity, or a larger and older nonprofit organization that has well-established services and financial bases” (Lukas, 1998). Some organizations, however, are better equipped to handle these challenges than others.

Institutions vary in age, size, history, approach, strength, recognition, and resources. Some have large endowments and sophisticated streams of revenue, while “others scrape by, barely meeting payroll every week” (Lukas, 1998: 32). Those organizations that are older, larger, and more established tend to fare better in the competition for funding than organizations that are newer, smaller, and still struggling to launch their programs.

The destinies of non-profit organizations, therefore, are not determined by their merits but by private funding trends and their abilities to generate revenue (Lukas, 1998). Smaller organizations are automatically more vulnerable than larger ones because they have less knowledge of funding allocation and fewer mechanisms of generating revenue. Smaller organizations are also more vulnerable, however, because they have had less time to learn about the importance of funding allocation and independent streams of revenue. Or, if they have had time to learn about the importance of these factors, they are not in a position to act upon this knowledge.

It is at this point that development practitioners working with new, emerging organizations can provide them with technical assistance and connect them with their desired resources. “The essential task” of the development worker, Kaplan argues, is to “assist in bringing individuals, organizations and societies to power” (Kaplan, 1996:65). Development practitioners can be activists, field researchers, social workers, or consultants. Their job is to “intervene in people’s processes” in such a way that it “frees rather than imposes,” allows them to “take control of their...circumstances,” and permits them to “realize their power” (Kaplan, 1996: 82).

Consultants are especially suited for this kind of holistic intervention because of the nature of their participatory and collaborative work. Consulting in the non-profit sector and participatory action research both gained popularity in the 1970’s. Together, they embrace the idea of power sharing and strive to develop reciprocal relationships that lead to social change. For this reason, consultants working with participatory research methods are ideally situated to enter a non-profit organization, learn about its processes, make recommendations for improvement, identify future options, and empower the organization to take control of its circumstances.

Every non-profit organization has a unique culture, with its own history, beliefs, values, and practices. The culture of an organization might be anchored in the beliefs of its founder, the values of its staff members and volunteers, or the social, political, or economic circumstances that surround its clientele. The consultant must “learn about this culture and help the client find ways of doing things that will be congruent with, and effective within, their cultural framework” (Lukas, 1998: 43). At times, it is valuable for an organization to work with a consultant who has a similar cultural background. At other

times, it is more valuable to have a consultant from a different background who can help the organization “bridge cultures” and comment on its operations from another point of view (Lukas, 1998: 45).

The process of consulting is made up of six stages. In the first stage, known as contracting, the consultant meets with the potential client organization to explore its needs and interests and to determine the scope of the project. In the second stage, the consultant gathers information and analyzes the data to establish a better understanding of what the organization hopes to accomplish and to help it make future decisions. In the third stage, the consultant helps the organization process the information, set goals, and develop an action plan. Then the consultant implements the plan and monitors its effects over time. After this, the consultant must determine whether the organization’s goals have been met, how likely the organization will be able to meet its goals in the future, and what can be done to make the organization’s development more sustainable. In the last stage, known as termination, the consulting relationship is formally dissolved by the consultant and the client organization after the terms of the contract have been met. In practice, it is important to note, the stages of consulting tend to occur in a dynamic process rather than a linear progression. A consultant might work on several stages simultaneously, repeat different stages, or begin the process again before finishing the cycle by re-contracting with the client organization in the middle of a project (Lukas, 1998).

The consultant can assume one of five roles during the consultation process. These roles are known as: the advocate, the expert, the educator, the catalyst, or the reflector. The roles of the advocate and the expert accord more influence to the consultant

than the client; the role of the educator places equal value on the thoughts and ideas of the consultant and the client; and the roles of the catalyst and reflector give more of the decision-making power to the client. This spectrum can be thought of as how much power the consultant has in relation to the client or as the situations in which these roles might be most helpful to the client (Lukas, 1998).

The consultant acting as an advocate challenges assumptions, presents facts, and persuades the client with logic. This kind of consulting is the most helpful when the client organization is trapped in a routine or pursuing the wrong course of action. The consultant employing the role of the expert shares knowledge, evaluates operations, and make recommendations. This kind of work is the most helpful when the client is lacking time, information, or resources, or is facing a crisis or a deadline. The consultant acting as an educator trains the staff of an organization, reports research, and identifies options. This kind of consulting is the most helpful when the client organization needs to gain additional information or streamline its operations. The catalyst helps the client gather and interpret data, demonstrates the outcomes of varies options, and facilitates the decision-making process. This kind of work is the most helpful when the client does not understand the organization's situation or the organization's processes are no longer working. The consultant acting as a reflector listens, clarifies, and reflects on the client organization's situation. This kind of consulting is the most helpful when staff members have strong, conflicting emotions that are impeding the of the organization's work (Lukas, 1998).

Consultants usually determine which role to employ based on their personal preferences or the needs of the organizations with which they are working. They can also

adapt to the particular situation of an organization by assuming more than one role, either concurrently or over the course of time (Lukas, 1998).

There is a great need for consultants in the non-profit sector. Both large, established non-profit organizations and smaller, emerging ones struggle to respond to the changing needs of society and secure the funding they need to carry out their programs. New, grassroots organizations are especially vulnerable because of their lack of information and resources. Development practitioners working as consultants, therefore, have an opportunity to increase the organizational capacity of non-profit institutions by employing one or more of the aforementioned roles, depending on the needs of the organizations with which they are working.

## METHODOLOGY AND SETTING

In this section, I will outline the research methods I employed and the conditions under which I worked during this study. First, I will discuss the participatory action research approach I used during my field work in Lira with FRDC. Then I will discuss the archival research I did in Kampala.

My research with FRDC was conducted in 21 days, from April 9 to April 29 2008. During this time period, I lived on site at the rehabilitation center. I observed the day-to-day operations of the organization, in the Administration Department and the Physiotherapy Department. I familiarized myself with the organization's marketing materials. I spoke informally with the management and staff. I read two grant proposals, five budgets, the logistical framework for FRDC, and the organization's strategic plan. I conducted semi-structured interviews with Freidis Persson, the cofounder and senior



physiotherapist, David Olwa, the Program Manager, and Richard Adupa, the Finance and Administration Manager. I found potential sources of funding for the organization and developed a systematic way of cataloguing information about donors. I drafted a new brochure for the organization. Finally, at the end of my stay in Lira, I also presented a list of recommendations to Christopher Jogole, the Executive Director, and David Olwa.

After concluding my field work in Lira, I returned to Kampala to conduct archival research. There, I gathered information in the areas of public relations, marketing, and grant writing. Integrating this information with my field research, I then developed an additional list of recommendations for FRDC.

## FINDINGS AND ANALYSIS

In this section, I will discuss my findings and analyze the information I have gathered. First, I will examine the history, operation, and future plans of the Freidis Rehabilitation and Disable Center. Then I will analyze the organization's financial history and circumstances to shed light on where it needs to go. After this, I will outline my recommendations for public relations, marketing, and grant writing. My goal, in presenting these suggestions, is to help the organization better communicate the valuable services that it provides and to help it gain greater access to funding.

### *Findings at the Freidis Rehabilitation and Disable Center*

The Freidis Rehabilitation and Disable Center was founded by the husband-wife team Christopher Jogole and Freidis Persson in 2007. Jogole, a political exile from Uganda, and Persson, a native of Norway, had visited Lira in 2002 to see Jogole's village

for the first time he had been allowed back to the country in over fifteen years. It was this visit, which happened to coincide with Lord's Resistance Army's (LRA) insurgency in the region, that inspired Jogole and Persson to establish FRDC. Persson, recalling what moved them to launch the organization, says:

We saw the war with our own eyes. We went deep in the village to meet some relatives of Christopher and...we heard the shootings and we just had to rush away. So then we drove back and we tried to take so many as possible in the car, especially the women and children, and we saw children who was in shock and they told us some very, very terrible stories about what the LRA had done the night before in their village....you could see disabled children and also grownups who were crawling everywhere, and they didn't have no wheelchairs or nothing....So, we decided that we had to go back to Norway and try to see if we could do something to help people here (Interview 3, April 19, 2008, Persson).

With Jogole's education in business and Persson's experience in physical therapy, the couple set their sights on establishing a non-profit organization for children with disabilities and immediately began fundraising for the project in 2003 .

It was difficult for Jogole and Persson to secure the necessary funding, however, because their audience was numb to the suffering in Africa, the public felt that it had done its part by donating to other Sub-Saharan emergencies, the conflict was too far removed from Scandinavia to meet with much interest in Norway, and the Government of Uganda had been actively trying to keep the war a secret for many years. As a result, it took more than a year before Jogole and Persson were able to acquire any assistance. The first donation they received came in the form of medical equipment, and while neither Jogole nor Persson had a background in medicine, they saw that there was a need for the equipment in Lira and were grateful for the gift. Months later, they were still short on the necessary funds to transport the medical equipment, however, so they decided to contact the newspaper and go public with their story. After seeing the article in the newspaper, a

man named Ole G. Steine contacted the couple one night and told them that he would like to help them get the money for the transport.

In a meeting with Steine, Jogole and Persson informed him of their wish to build a rehabilitation center for children who had been affected by the war and, again, Steine said that he would like to help them. Steine approached his wealthy colleague, Trond Mohan, and secured not only the money for the transport of the medical equipment but Mohan's word that the company he owned would raise the necessary funding for the rehabilitation center. "It was around seven hundred million Ugandan shillings," Persson recalls, or \$411, 765 (Interview 3, April 19, 2008, Persson). Construction began on the site in Lira during the last week of July in 2006 and was completed by the second week of January in 2007. The center was officially opened on February 1, 2007 at a ceremony in which President Museveni cut a large, yellow tape.

As an organization, FRDC envisions a society in which all children are accorded their, full human rights and can participate in every aspect of socioeconomic development. It's mission is to provide the vulnerable children of northern Uganda with rehabilitation, education, and psychosocial support so that they may be fully reintegrated into society. For this reason, their primary focus is on the health and well-being of children with disabilities (CWD's), formerly abducted children (FAC's), and street children.

The organization conducts community outreach clinics to identify vulnerable children and provides them with a safe, clean living environment at the center in which they can receive medical attention, physical therapy, remedial education, and counseling during their stay. In addition to providing long-term, in-house, holistic care for the most

vulnerable and neglected children, the organization offers free physical therapy for outpatients under the age of 18 and treats adults for a fee of 10,000 Ugandan shillings (\$5.88). The center also conducts community outreach programs to raise awareness and mitigate stigma, reintegrates children into society, and follows up on the children's resettlement with continued monitoring.

Within eleven months of its inception, FRDC was able to rehabilitate 186 vulnerable children and reunite 179 of them with their families. Five children with club feet were given corrective surgery and 60 CWD's were placed on the waiting list at Mengo Hospital. In addition, 65 children and 307 adults were administered physical therapy as outpatients. Unfortunately, a month later, the organization ran out of funding.

“We needed an NGO in Norway to be allowed to apply to the Norwegian government for funds,” Persson explains (Interview 3, April 19, 2008, Persson). ADINA, the organization that FRDC had been working with, wanted total management of the rehabilitation center and wanted to run the operation from its base in Norway. When Persson refused to sign a contract giving ADINA control of the center, the Norwegian organization began working with the former Deputy Director of FRDC instead of Jogole, the Executive Director, and began suggesting that Jogole and Persson leave. When this failed to drive the founders away, ADINA offered to purchase the rehabilitation center from them outright. Persson remembers that:

They were talking about “buying us out,” as if we had gone down here to do business. And we had used many, many years, and everything we had—blood, sweat, tears and the small money we managed to raise ourselves—to try to help people and help children, and that is the only thing we wanted. So we couldn't accept that. We canceled the collaboration agreement and that is why we are in such a big problem (Interview 3, April 19, 2008, Persson).

Without a partner organization in Norway, FRDC ceased receiving funding in February 2008 and can no longer apply for future grants.

As a result, the organization has been forced to send all but 26 of its long-term rehabilitation patients home prematurely and has been unable to pay its hardworking staff for the past three months. The revenue that the Physiotherapy Department generates from treating adult outpatients is now the organization's lifeline and must cover all operational costs of the center, from the food for the children to the electricity. These challenges are the result, according to David Olwa, the new Program Manager, from "having a donor who comes in and gives you conditions and says 'If you don't want? No funding. You can die'" (Interview 2, April 14, 2008, Olwa.). ADINA "might actually think we are not operating right now," Richard Adupa, the new Financial and Administration Manager, says. "But we are operating" (Interview 1, April 14, 2008, Adupa).

More than just continuing to serve vulnerable children in the community, FRDC is developing ambitious goals to improve and expand its services in the future so that it might serve the surrounding districts. In the upcoming months, the organization expects to have 200 child mothers and their children released to them when the LRA signs the Juba peace agreement. While Amnesty International has not given FRDC the official clearance yet, representatives from the organization who visited the rehabilitation center on April 23, 2008 said that the facility was "the best in the district" to handle the volume of the incoming children (Fieldnotes, April 9 to April 29 2000). In the more distant future, the organization also plans to: create a fully functional orthopedic workshop; establish a vocational training program and provide livelihood support for vulnerable children; train young persons with disabilities in entrepreneurial and business skills;

strengthen its community based rehabilitation program so that its members can swiftly identify and respond to the needs of CWDs; upgrade its medical facility to a Health Center III; and construct a gym with a hydrotherapy swimming pool for the treatment of CWD's.

Fortunately, FRDC submitted a grant proposal to UNICEF and another to Plan International to support two of these future projects before losing funding in February. UNICEF has already approved FRDC's proposal, according to Adupa, but "it may take the next two or three months before we get it because it is a process" (Interview 1, April 14, 2008, Adupa). Save the Children and UNICEF have been working with Amnesty International to identify a transitional rehabilitation center for the child mothers to be released after the signing of the Juba peace agreement and will provide the necessary funding for the formerly abducted children if FRDC is selected to receive them.

In the future, however, FRDC will need to develop both long-term fundraising strategies and highly effective means of communicating its services to potential donors in order to secure sustainable funding. "This organization is a young one," Olwa says (Interview 2, April 14, 2008, Olwa). He notes that FRDC has had to learn by trial and error over the course of its short history and says that he appreciates working with people who can show the organization how to improve:

If somebody tells me, "you have a problem. Correct this: A, B, C, D," I will thank that person. It is somebody you should work with. Somebody who criticizes to help you grow is better than somebody who keeps quiet (Interview 2, April 14, 2008, Olwa).

With the needs of FRDC and this attitude towards collaboration in mind, I will attempt to assess the problem areas in communication and fundraising at the organization and make the appropriate recommendations.

### *Analysis of Financial History and Circumstances*

In this section, I will analyze FRDC's financial history and circumstances, place the organization's situation within the broader context of financial management in the non-profit sector, and make a series of recommendations to encourage long-term financial stability. FRDC received its initial support from two wealthy individuals. Then it entered into a partnership with a non-profit organization in Norway, so that it could apply to the Norwegian government for additional funding. When this partnership was terminated due to personal and organizational conflicts in February 2008, FRDC lost its funding as well as its relationship with its partner organization and the two original donors. Fortunately, FRDC has an alternative stream of revenue from the Physiotherapy Department and had already begun applying to other organizations for grant money before losing funding. Unfortunately, this stream of revenue does not cover the organization's operational costs and the grant proposals that have been submitted to UNICEF and Plan International may not be especially effective in ameliorating the present crisis. Jogole and Persson have had to offset the operational costs of the organization with their own money and the organization has been unable to pay its staff for three months. The grant proposals that the organization has submitted have been conditionally approved, but are for ambitious future plans that the organization will not be able to carry out unless it secures funding for its immediate operational costs. Having discussed FRDC's financial situation, I will now place it within the broader context of financial management and make a series of recommendations to encourage the organization's sustainable development.

Effective financial management in the non-profit sector has been defined as: raising the necessary funding to carry out an organization's operations; using funding in such a way that the impact of a program outweighs its cost; keeping proper records of the money that passes through the organization; being accountable to clients and donors for the manner in which funding is spent; paying staff members and accounts on time; and not taking on obligations that an organization cannot meet (Shapiro, 1995). By these standards, FRDC is financially accountable but not financially sustainable.

In the future, FRDC will need to develop long-term fundraising strategies and highly effective means of communicating its services to potential donors in order to secure sustainable funding. I recommend: concentrating on the immediate operational needs of the organization rather than more ambitious plans for the future; approaching multiple donors for operational support; repairing the relationship with the original donors, for both their financial backing and the influence that they might have with other donors; banking with an institution that has high interest yielding accounts; continuing to make use of the alternative stream of revenue from the Physiotherapy Department; and investigating other earned-income strategies, such as the sale of products and services or the rental of facilities and office space. In the following sections, I will also make a number of specific recommendations for public relations, marketing, and grant writing.

### *Recommendations for Public Relations*

Public relations give donors, clients, and other people and institutions their first impression of a non-profit organization. The goal of a public relations strategy should be to create and maintain a positive organizational identity which is easily recognized and



remembered (HAP Organizational Development Service, 1995). An organization can use word of mouth, stickers, brochures, posters, banners, T-shirts, newspapers, TV, radio, newsletters, annual reports, meetings, workshops, small group discussions, door-to-door visits, and publicity events to disseminate information about themselves in a positive light. An organization's image can be understood as the ideas, beliefs, and impressions that people hold about it and the services that it offers. "In the nonprofit world, a strong, positive image is a critical element in gaining clients, students, or audience. It is also essential in gaining donors and broad community support" (Wolf, 1990: 63). It is important for the public to have a favorable impression of a non-profit organization, because all organizations need other people and institutions to support their work (HAP Organizational Development Service, 1995).

First impressions play a large role in donor-recipient relationships. "That is what opens the door," Teri Yeager, a program officer at the William Randolph Hearst Foundation says (Personal Communication, April 2008, Yeager). Yeager is responsible for allocating thirty million dollars a year to charitable non-profit organizations and must read hundreds of grant proposals every financial quarter to determine which institutions represent the best social investments. A favorable impression "is what opens the door," she says. "After that, what or how they work matters. But if a funder disregards them at the outset, it doesn't matter" (Personal Communication, April 2008, Yeager). For this reason, FRDC might consider changing its name and updating its brochure to improve its organizational identity.

The name of an organization gives donors, clients, and other community members their first impression of the institution. Therefore, the name of an organization should be

both descriptive and professional. “The Freidis Rehabilitation and Disable Center” is not a fitting name for the organization because it does not reflect its work and is grammatically incorrect. The word “disable” is synonymous with the phrases “stop,” “hinder,” “immobilize,” and “put out of action.” It does not refer to physical impairments or mental disorders. For this reason, the organization might consider changing its name to “the Freidis Rehabilitation and Disability Center.” The organization might prefer to change it to “the Freidis Disability and Rehabilitation Center,” however, because disabilities occur before rehabilitation and disabilities represent the problem while rehabilitation represents the solution. The organization could also consider removing the word “disability” from the name and changing the title to “the Freidis Rehabilitation Center,” since disabilities are implied by the act of providing treatment and therapy. The new name of the organization should be simple, straightforward, descriptive, professional, and grammatically correct. This will “open the door,” so to speak, and ensure that donors take the organization more seriously.

I would also recommend that FRDC update its public relations materials. Brochures are a good vehicle for organizations to introduce themselves, briefly describe their work, and highlight their achievements. The content and format of the brochure can also give the reader a favorable impression of the organization. While the current brochure has a lot of valuable information, it also contains unnecessary material and is somewhat repetitive. A clear, concise description of the most important points about the organization will ensure that visitors to the center read all the entire brochure and leave with a basic understanding of the valuable services that the organization provides. In addition to updating the content of the brochure, I recommend changing the format. The

current brochure utilizes the font Comic Sans, which is unprofessional and distracting. I suggest using a standard commercial font that is easier to read, like Arial or Helvetica. I also suggest using warm colors in the brochure rather than cool ones. Colors like yellow and orange, that represent the nurturing nature of the organization, will brighten the brochure and give the reader a sense of hope as well as a favorable impression of the organization.

Public relations should be aimed at individuals and institutions that are important to the operation of a non-profit organization. As most non-profit organizations have limited time, energy, and resources to spend on public relations, their efforts to create and maintain a positive organizational identity should be directed at those who are most likely to lend their support (HAP Organizational Development Service, 1995).

Non-profit organizations should therefore concentrate their public relations efforts on two groups of people. The first group includes the individuals and institutions that already support the organization and provide it with funding or technical assistance. This is an extremely important group to focus on because without its backing, the organization would not exist. The second group includes potential supporters who occupy the middle ground. They may believe in an organization's aims and objectives, but may find fault in its policies or strategies. This is an important group to target because it can be won over and help an organization grow and become more successful (HAP Organizational Development Service, 1995).

Non-profits organizations tend to interact with a wide variety of people, including clients, members, supporters, donors, committee members, and other non-profit organizations. These categories are known as *publics*. It is important for organizations to

understand the similarities and differences between their publics and to target each category appropriately. Ideally, an organization should know what its publics think of its mission, purpose, services, staff, and overall organizational identity. It should also be able to tell how well its messages are being interpreted by various publics (HAP Organizational Development Service, 1995). In order to obtain this information, it is often necessary to conduct a fair amount of research and evaluation. This is especially important because the opinions of an organization's publics are bound to change over time and must therefore be solicited with a certain degree of regularity.

An organization can hire an outside consultant to do a public relations study or choose to conduct this research on its own. To gather information about its publics, an organization might speak with people informally, interview them in a formal setting, or distribute questionnaires. It might solicit feedback from its clientele and approach potential donors for their thoughts and ideas. These activities often help organizations evaluate the effectiveness of their messages as well as the underlying goals of their objectives (HAP Organizational Development Service, 1995).

### *Recommendations for Marketing*

Marketing entails assessing the needs of clients, donors, and other constituents, the creation of an image for an organization and its products or services, and the construction of strategies concerned with the distribution and promotion of services. In the case of non-profit organizations, marketing represents satisfying the needs of a variety of people, including the organization's clients, staff members, trustees, regulators, donors, the media, and the general public. Effective marketing strategies allow non-profit

organizations to “accomplish their missions, meet their programmatic goals, and achieve long-term financial stability” (Wolf, 1990: 120).

Marketing begins with establishing a positive image. “Some non-profit organizations can be...the best kept secret in town. Their programs and services are largely unknown. If they have an image problem, it is that they have no image at all” (Wolf, 1990: 135). These organizations jeopardize the fate of their project and their mission. Donors who do not know that they exist, or do not know very much about them, cannot support them. Clients who are unaware of their services, cannot utilize them. Consequently, the organizations will not thrive.

For this reason, organizations must work extremely hard to develop and maintain the proper image for each group of people with whom they interact. The image of an organization is bound to change over time. It can deteriorate with one group while it flourishes with another, or it can gradually depreciate with all of its constituents while the organizations itself is doing quite well. When an organization’s reputation suffers, the management often assumes that they will not be errantly damaged. The proper course of action, however, should always be to defuse negative events and impressions before they become a larger issue. As the image of a non-profit organization is primarily based on the ideas and beliefs that surround its mission and services, an institution can usually rectify any issues it might have with its image by initiating a campaign to promote more favorable impressions (Wolf, 1990).

Again, research and evaluation is important in gaining a better understanding of how it compares to other organizations in the area, how its services and programs are viewed, how it is perceived by clients, donors, and the surrounding community, and how

it might gain increased clientele and funding. In conducting their own market research, organizations should define their research goals, gather preliminary information, do field work, and analyze and interpret their data. The goal of their research should be to assess the environment in which they operate, evaluate any potential threats to their operations, learn about the perceptions of the various groups of people they serves, and identify their organizational strengths and weaknesses. Good market research should ultimately help organizations concentrate their time, energy, and resources in developing and maintaining the appropriate image for each group of people with whom they interact.

### *Recommendations for Grant Writing*

While donors tend to think of themselves as working in partnership with the non-profit organizations that they fund, one partner often depends on the other for its survival. This is because most non-profit organizations will always rely on donations and grants to some degree (Shapiro, 1995). For this reason, grant writing is extremely important.

Grant proposals represent non-profit organizations and their services to potential donors. They also represent an organization's ability to deliver results. For this reason, grant proposals must be clear, concise, informative and well written. Errors in spelling, capitalization, diction, syntax, format, structure, organization, subject-verb agreement, and tense make grant proposals brimming with good ideas appear to have been poorly thought out and carelessly executed. When donors read proposals like this, they are often wonder if this is a reflection of how the organization's programs will be carried out (Personal Communication, April 2008, Yeager). For this reason, I recommend that FRDC

employ a grant writer as a full-time worker, a part-time consultant, or a volunteer to edit its funding proposals and tailor them to each individual donor.

Grant proposals can be written for a general audience or they can be written for a specific donor. They can be written for the operation of the entire organization, or for a special project. The manner in which they are written depends on the needs and interests of the organization and those of the donor (Schmaedick, 1993). If a donor prefers to provide funding for capacity building, for example, that is what the grant proposal should be targeting. If the donor only provides funding for program operations, then the proposal should only be requesting funding for the organization's field projects.

For this reason, it is important for an organization to gather as much information about potential sources of funding before formally approaching them for financial support (Shapiro, 1995). To learn more about an organization that might be interested in becoming a sponsor, it is often helpful to visit the organization's website, review its public relations materials, consult with other donor organizations, and contact the organization to ask for additional information and advice. Before submitting a grant proposal to a given donor, it is important to establish the following information (Shapiro, 1995).

- The official name of the donor organization and its contact information, including its mailing address, telephone number, and facsimile.
- The name and contact information of the person to whom the proposal should be addressed.
- Whether the organization prefers to receive proposals with a certain format.
- The deadline for submitting proposals and the dates when they will be considered.

- What the organization tends to fund and whether it prefers to fund capacity building, operational costs, or program work.
- What kind of work the organization does not fund.
- The geographical area that the organization serves.
- What the organization's selection criteria is and how the decision-making process will last.
- The size or range of the grants that the organization typically awards.
- The length of time it will take to receive funding once a grant proposal has been approved.
- What the reporting requirements will be after receiving a grant.

Simply investigating these subjects might lead to the conclusion that it is not worthwhile to approach a given organization. While there are hundreds of donor institutions working in the field of development, many have specific guidelines for their funding allocation which limit the kinds of projects that they can sponsor. For example, most of the money that the USAID mission in Uganda receives must be channeled through sub-donors before it can be distributed to local development organizations. Yet hundreds of small non-profit organizations, unaware of the agency's internal funding policies, continue to submit funding proposals inappropriately to the office of USAID every financial quarter (Personal Communication, March 2008, USAID Program Officer). Inappropriately submitted proposals like this waste time, energy, and resources for both local non-profit organizations and international aid agencies. For this reason, it is important for a non-profit organization to concentrate on donors that are more likely to fund its activities.



After gathering the appropriate information about donor organizations and deciding that it is worthwhile to approach them, it is important to make contact with them with a personal touch. Personal connections matter a great deal in donor-recipient relationships and can often result in the difference between receiving and being denied funding (Personal Communication, April 2008, Yeager). Organizations seeking grants should consider making appointments with potential donors to explain their work to them or inviting them to visit their offices or field sites so that, by the time they submit their grant proposals, the donors will know exactly who they are and what they do (Shapiro, 1995).

Once a non-profit organization locates a potential donor that might be interested in funding its work and contacts the donor to establish a personal connection, it will then need to begin drafting a grant proposal. In order to write an effective grant proposal, the organization must be able to address the following topics (Shapiro, 1995).

- The development work that the organization addresses
- The organization's target group and geographical area of coverage.
- The manner in which the development needs were established.
- How the target group of the development work was involved in establishing the need for the organization's services.
- The organization's overall development objective.
- The organization's more immediate objective and the impact that it hopes to have by providing certain services.
- The organization's short-term activity objectives.
- The manner in which the success of the organization's objectives will be monitored and evaluated.

- The organization's budget and financial strategy.
- The financial and technical assistance that will be needed to make the organization's work sustainable.
- The other donors that the organization is approaching or working with and the other streams of revenue it is employing.

Unless a donor prefers to receive proposals written in another format, the proposal should discuss the organization's background, its overall development objectives, its short term activity plans, its monitoring and evaluation system, the intended time-frame of its project, its financial circumstances, and its budget. The grant proposal should be clear, concise, informative, and well written. It should be short and to the point. It should include the most important information about the organization and be devoid of typographical and grammatical errors, technical jargon, and emotional outbreaks. It should be organized and easy to read, with a clear layout. Most of all, however, it should convey an image of a hardworking and efficient organization that can bring about real change. A copy of the organization's annual report, operating budget, financial strategy, recent audited statements, and any other pertinent documents can be attached to the grant proposal as appendices to include more information (Shapiro, 1995).

If a non-profit is applying for a small amount of money from a donor organization that has a local office with a small staff, the decision might take one to three months. If the non-profit is applying for a larger amount, where the proposal will need to go to a regional office or a be reviewed at a meeting by committee, the decision might take four to five months. If it is applying for a sizeable amount, but the proposal is relatively uncomplicated, the decision might take five to six months. If it is applying for a large

sum and involves additional donors and co-financing, the decision might take over a year (Shapiro, 1995).

After an organization receives funding, it is important to thank the donor in writing with a formal letter or in person over the telephone. This process of securing funding has not been completed after a grant proposal is approved. Instead, it is just beginning (Shapiro, 1995). The organization will need to monitor and evaluate its progress in order to continue receiving funding and will need to foster a relationship with the donor to encourage future support (Schmaedick, 1993). During this time, non-profit organizations might consider sending their donors a copy of their annual reports, evaluations, or any other materials that they produce to share their achievements with their donors informally. When it comes to officially documenting the progress that has been made, some donors prefer that the recipients of their grants use a particular format. If there are no specific guidelines, however, a formal report might include the organization's original objectives, achievements, financial report, and future plans (Shapiro, 1995).

At this time, non-profit organizations will need to begin locating other potential sources of funding and drafting new grant proposals again. Ideally, they should be working continuously, seeking additional funding before completing their final reports for previous grants (Shapiro, 1995). Only in this way will they be able to ensure that they have uninterrupted funding to carry out their daily operations and special projects.

## CONCLUSION

The development approaches of the past have had mixed results. The trickle-down effect theory led to significant economic growth in developing countries, but failed to bring economic and social benefits to all levels of society. The basic needs approach has succeeded in lifting millions of people out of poverty and improving living conditions around the world, but developing countries will need to pursue a much more complex set of economic, social, and institutional development strategies in the future if they are to achieve sustainable and long-lasting change.

The crisis of African development has been said to be a crisis of its institutions. Successful economic and social development, then, will depend on the successful development of the institutions of the state and civil society. As nongovernmental organizations often represent the ideals of a society or the collective values of the global community, it is especially important to develop the organizational capacity of these institutions.

Responding to the changing needs of society and competing for international aid is a challenge for any non-profit organization, whether that organization is a new, emerging one or an older, more established one. Development practitioners are in a unique position to intervene in these organizations' operations in such a way that it allows them to become more effective. Independent consultants working with institutions on an individual basis can provide them with technical assistance and connect them with the resources that they identify as being needed most.

In working with FRDC as a fundraising consultant, I was able to learn about its unique culture, observe its operations, and make recommendations for improvement. My

goal, in presenting these recommendations in the areas of public relations, marketing, and grant writing is to help the organization better communicate its valuable services and gain greater access to funding.

This field work and archival research has demonstrated that there is a great need for consulting among emerging non-profit organizations and that institution building in the non-profit sector will become increasingly important for sustainable development. It is my hope that this study will help FRDC secure future funding and allow the organization to continue its valuable work. In the future, I also hope to see development efforts pursue a more complex set of economic, social, and institution building policies.

## RECOMMENDATIONS

In this section, I will discuss the limitations of this study, my future plans for an expanded study, and my recommendations for a similar study. First, I will outline the problem areas of this undertaking and the manner in which it could have been improved. Then I will discuss my plans to continue working with FRDC and the specific goals I hope to accomplish. After this, I will make a number of suggestions for those interested in pursuing a similar institution building study with a non-profit organization.

### *Limitations of this Study*

This study was limited by both time and resources. If I had had more time to conduct this research, I would have liked to interview the Christopher Jogole, the Executive Director of FRDC, to learn more about his job responsibilities, his role in shaping the organization, and his plans for FRDC. I would also have liked to hold a focus

group discussion with the cofounders and the managerial staff to discuss the organization's financial circumstances and their plans for securing funding in the future. I would have liked to find more sources of potential funding and to learn more about donor-recipient relationships. I also would have liked to present and discuss my findings and recommendations to this group in person and to have begun mapping out potential means of implementing the changes that they deemed appropriate.

#### *Future Plans for an Expanded Study*

I hope to continue working with the cofounders and managerial staff of FRDC in the future to help them develop their communication and fundraising abilities. The Program Manager has appointed me to be the organization's Fundraiser for North America and Europe. The Executive Director has also requested to send all of the organization's future grant proposals through me. Between August and December 2008, I hope to: gather more information about the organization's needs and interests; educate myself about donor-recipient relationships and funding allocation; locate additional sources of potential funding; edit grant proposals and concept papers, and tailor them to each individual donor; monitor the implementation of my recommendations in the areas of public relations and marketing; develop long-term sustainable fundraising strategies and investigate alternative means of generating revenue; and train the organization in doing this work so that it may become more self-reliant. This study will be conducted from the United States and will therefore rely on clear, straightforward, and regular communication with the cofounders and managerial staff of FRDC.

### *Recommendations for a Similar Study*

There is a great need for institution building among non-profit organizations. For those interested in conducting a similar study, I would suggest contacting a number of both new, emerging non-profit organizations and older, more established ones. Decide which organization to work with, explore its needs and interests in more depth, and determine the scope of the project before leaving to conduct on-site research. Observe the day-to-day operations of the organization and gather as much information about the organization as possible to establish a better understanding of what it hopes to accomplish. Interview the managerial staff to learn about the organization's history, current processes, and future plans. Identify the institution's weaknesses and explore a variety of potential means of rectifying them. Help the organization process this information, solicit feedback from the staff, and develop an action plan in a collaborative manner. If possible, help the organization implement its plans and begin the process of monitoring. Evaluate the manner in which the organization's goals have been met and how likely the organization will be to meet them in the future. Determine what needs to be done to make the organization more sustainable and help the staff become more self-reliant. There are a number of new, grassroots organizations and older, more established ones that need guidance in all areas of research and development. I highly encourage future studies in institution building among non-profit organizations, as it is both challenging and rewarding.

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## **1. STATEMENT OF THE PROBLEM AND JUSTIFICATION OF THE PROJECT**

The war in northern Uganda between the LRA and the Ugandan government forces (the UPDF) has for the past 20 years displaced over 1.6 million people in the districts of Apac (now Oyam and Apac), Lira (now Lira, Dokolo and Amolatar), Gulu (now Gulu and Amuru), Kitgum and Pader. This displacement involved the movement of people from their homes or villages to the major trading centers and/ or administrative headquarters where massive internally-displaced persons (IDP) camps were established.

The civilian population has suffered from direct attacks, abductions and terror tactics at the hands of the LRA- one of Africa's most notorious rebel groups. As a result, most of the people living in the affected districts (Lira), have sought refuge in a system of poorly serviced and overcrowded internally displaced persons (IDP) settlements. At its peak, over 1.8 million people were displaced in Acholi, Lango and Teso sub-regions of Northern Uganda. Initial displacement began in Lira in early 2000 and about 65% of the district population was estimated to be displaced by the end of 2004 (DDMC Report, CR/1006/1 dated 24 august 2006).

Since the signing of cessation of hostilities agreement between the Uganda government and the Lord Resistance Rebels in August 2006, Lira district has experienced gradual and relative peace and security. The Internally Displaced Persons (IDPs) have willingly moved to their ancestral homes with hope for lasting peace.

Unlike in the camps, the returning communities are faced with nothing but old and vandalized protected water systems, collapsed sanitation facilities, very low coverage of public latrines (19%) with most of these located in schools, markets and health units (WES, 2006), inaccessibility to adequate health services and facilities, inaccessibility to and lack of proper tools for production, inadequate extension services and veterinary services is under-spread, physical and psychological problems stemming from the war, and a heavy dependence on the meager natural resources (UNDP, 2006).

It has been easy for the people living in camps to access relief and other support services from the government, NGOs and other charity support organizations/individuals. However in this situation where most of the populations have gone back to their ancestral homes, this has resulted into the break down of community support structures that enhance protection mechanisms for Formerly Abducted Children (FAC). The breakdown in the community structures increases the risk factors that cause vulnerability among children. Breakdown in the existing community support mechanisms could in addition potentially increase vulnerability by exposing children to other risk factors. The community members are scattered from the local authorities/local councils. This may bring inability on the part of the local council and lack of time to monitor children's protection concerns. Broadly the on going return process in Lira has affected populations returning to their villages in a sense of starting and rebuilding their lives. There is,

therefore, a strong need to rebuild the Social support networks of the people in Lira district so that they can set up structures that rebuild confidence, which enhances their return to normalcy in the near future like the rest of the populations in the country.

Formerly abducted children face many challenges to social reintegration; one of the major challenges being stigmatization by the community members. FRDC has rehabilitated abducted children who returned from captivity between February 2007 and December 2007 of whom an important still requires follow – up.

The closure of Rachele Rehabilitation Centre that used to act as a reception centre for FAC has compounded the situation of FAC in the communities without any follow-up mechanism left in place. The total number of FAC that passed through Rachele Rehabilitation Centre were approximately 2000 as compared to the 3,609 total abduction of children in the district by 2004 ( *Unicef- GoU CP 2001-2005, Abduction Registration Report; Lira District – Dec. 2004*)

In addition, there is approximately 214 FAC who have gone straight back to the community rather than through the centre system. It is anticipated that many formerly abducted children, especially those with inadequate family care arrangement will need to be supported and followed up. Through community caregivers, children will be able to receive emotional support and meet other needs.

## **2. OVERVIEW OF THE PROJECT**

FRDC believes that with the peace talks currently going on between the LRA and the Ugandan Government in Southern Sudan Capital of Juba, the abducted women and children/child soldiers would eventually return home. Consequently, the need to reintegrate them back into their home/mother communities, which would require community support to enhance the return, resettlement and rehabilitation process of the returnees. However, there are many FACs who have already been integrated back into their home communities; others with disability. The majority of the FACs are still experiencing excessive emotional stress and trauma. Some still having aggressive behaviors, reoccurrence of nightmares, problems trusting adults, they are fearful, reoccurrence of hallucinations and they find difficulty in social relations. However, the community members still do not understand the emotional stress these children are going through and thus resulting into stigmatization.

Special attention will be given to creating a good receptive environment for the returnees into their community. This project will cover the whole of Lira district since the whole district has been affected by war, directly or indirectly, abduction affected all the sub-counties in Lira district.

FRDC will make a follow up of Formerly Abducted Children (FAC) throughout the district. This includes reception of the FAC and Children with Disabilities (CWDs) at the centre for rehabilitation before final integration/reintegration into the communities. FRDC will ensure a warm integration/reintegration into the communities by collaborating

with the local authorities, community leaders, associations and groups, Community Based Organizations (CBOs) and Churches/Mosques. By so doing this will ensure participation of community support structures including other services such as health and education. As the follow up goes on, an assessment will also be conducted into their knowledge, skills and attitude gaps. Then there will be a systematic dissemination of knowledge and skills to the community support structures identified by FRDC Social Workers through interaction and community reports from the local leaders, associations/groups, churches/mosques and CBOs.

### **3. ORGANISATIONAL PROFILE**

At the peak of Lords Resistance Army insurgency in Lango sub-Region, in 2002 Christopher Jogole and Freidis Persson visited Uganda from Norway. In one of their trips to Omoro sub-county, Moroto county of Lira District, the two met a very horrific situation of Women, Children, older persons and most specifically children with disability who had neither Healthcare services nor community support system in place. It was upon this backdrop that the idea of establishing Freidis Rehabilitation and Disable centre was conceived.

Freidis Rehabilitation & Disable Centre (FRDC) is located in Lira Town, 1km on Lira – Adekokwok - Boroboro road (immediately after Lango Cultural Centre). Lira District is one of the districts in northern Uganda. It is bordered by the Districts of Gulu in the North West, Pader in the North, Amuria in the South East Dokolo in the South and Apac in the west.

FRDC is a fully registered local Non-Governmental Organization committed to seeing the full rehabilitation, participation, integration and reintegration of CWDs, FAC and Street Children for equalization of opportunities. The Centre intends to achieve this through psychosocial support, physiotherapy and medical rehabilitation of CWDs, FACs and street children in Northern Uganda.

The centre was opened on the 1<sup>st</sup> of February 2007 and by end of September this year a total of over 120 children with various kinds of disabilities has been rehabilitated and nearly half have returned to their homes/families and are also being followed up. The centre currently has a total of 35 CWDs undergoing physiotherapy and some awaits corrective surgery

The centre employs a total of 20 technical and support staffs that manage the day-to-day running of the centre. The staffs are deployed in the five departments at the centre that aims at providing holistic care to children with disability and these departments are Education, Medical, Physiotherapy psychosocial and the social mobilization. On an annual basis the centre's operational budget is estimated at over 450,000,000 (Four hundred fifty million Uganda shillings).

The centre has approximately seven acres of land with nine building blocks; that include Administration block (5 offices and a board room), Physiotherapy Unit, Health Unit,

Main Hall, Kitchen, 2 Dormitories (Boys and Girls), Apartment and the Social Work block. The centre also has a vehicle and a motor cycle.

Funds to the centre are received from two individuals (Ole.S. Geina and Trohn Mohn) from Norway as Grants. This poses a challenge in sustainability of funds inflow to the centre.

### **VISIONS OF FRDC**

A Society where all Orphans and Vulnerable children live to their full rights and participate in all areas of Socio- Economic Development

### **MISSION OF FRDC**

To ensure all children with disabilities and other vulnerable children in Northern Uganda are fully integrated and reintegrated in communities through rehabilitation, Education and psychosocial support.

### **GOAL**

The overall Goal of the Centre is to Support children with disabilities and other Vulnerable Children to regain their livelihood and to work towards their effective, resettlement and integration/reintegration into the communities.

## **4. PURPOSE OF THE PROJECT**

This project will reinforce other follow-up programmes and put together the understanding of all the stakeholders through FRDC social workers and UNICEF. The project will support local and district authorities and NGOs/CBOs to set up integrated child protection mechanisms for FACs in return areas incorporating:

- Community-based protection mechanisms, identifying and providing frontline response to FAC and vulnerable children;
- Measures to support the safety, family reunification and social and economic reintegration of separated children and
- Action against sexual violence and sexual exploitation.

The project unifies a number of activities that all contribute to the main objective:

***Formerly Abducted Children that have been reintegrated in the communities are protected from further risks of exploitation and stigmatization and have safe access to family and other social services within the community.***

Establishing and strengthening the capacity of community structures/mechanisms and increase of knowledge/awareness are key strategies in order to undertake the issue of

stigmatization of FACs in a structural and sustainable way. With this approach, the project visualizes the following results:

- a) 90% of the Formerly Abducted Children are accessing appropriate services and care arrangements through the development and enhancement of community structures to prevent and respond to marginalization, child abuse, neglect and exploitation in Lira District
- b) 90% of Formerly Abducted Children have access to safe and protective learning environment and health services.
- c) 90% of Formerly Abducted Children, who were integrated/reintegrated into their communities, are being followed up and providing care arrangement for them.

The project will fall under the following thematic areas as outlined in the UNICEF Annual Work Plan:

- 1. (MTSP CP Key Results 2.4 and 5.13, modified UNDAF 3.3.1 and 5.8.2): Systems that identify vulnerable boys and girls (and their families), provide frontline protection response and make referrals to appropriate basic services are operational at community, sub-county and district levels
- 2. (MTSP CP Key Result 3.8, Modified UNDAF 5.7.2): All Children returning from the LRA and other armed groups 2006-2010 are reintegrated back into society

**Result 1:** 90% of the Formerly Abducted Children are accessing appropriate services and care arrangement through the development and enhancement of community structures to prevent and respond to stigmatization/marginalization, child abuse, neglect and exploitation.

### **Planned Activities**

- a) Strengthen the capacity of local community structures i.e Parish Development Committees (PDCs), CBOs and Churches/Mosques to support integration/reintegration of FAC into their communities. By so doing, this will enable easy follow up of FAC.
- b) Train 20 community leaders (local council one, PDCs, Church/Mosque leaders and community group/association leaders) in each sub-county to support integration/reintegration of FAC by reporting, community mobilization and monitoring, networking, coordination, child protection, psychosocial support skills, and child exploitation.
- c) Organize child/community participatory identification of child protection concerns of FAC. FRDC will carry out the exercise in the district to identify and

document child protection concerns in Lira District. This will help in identifying appropriate response strategy.

- d) Identify existing services within the sub-counties for and set up referral systems to link FAC to basic services and support within the communities and collaborate with other agencies and the local government for support of the FAC.
- e) Conduct regular community awareness campaigns on the concerns of FAC. During the awareness sessions, Communities more specifically child protection committees and other community support groups will be supported to develop action plans to prevent and respond to identified concerns of FAC.
- f) Establish and/or Support existing coordination mechanisms at sub-county level to ensure coordinated support for identified FAC integrated/reintegrated in their communities. FRDC will attend child protection coordination meetings at the sub-county level while ensuring that Community Development Officer (CDO) at the sub-county takes on full responsibility. The coordination meetings will held monthly in all the sub-counties.
- g) Carry out joint supervision visits with the Community Development Officer based at the sub-county as a way of building the capacity of the probation office and the community services department. FRDC social workers will work closely with the community development officers at each sub-county to carry out joint family visits and visits to the Child Protection Committees together with the Community development officer in each sub-county. Joint support supervision visits shall be held twice every month during the entire project life time.

**Results 2:** 90% of Formerly Abducted Children have access to safe and protective learning environment and health services.

### **Activities**

- a) Encourage school programs that will support children's rights such as Child Right Clubs be set up in each schools visited by FRDC social workers. Various activities shall be organized on special issues related to child rights, all aiming at sharing of knowledge and experiences
- b) Train school teachers on FAC handling, Child Rights, sexual exploitation and the fact that corporal punishments are a breach on those rights.
- c) FRDC will set up a monitoring system for schools on cases of child abuse and infringement of child rights. This will be done in collaboration with schools and other partners implementing similar programs.
- d) Support teachers to build their skills on prevention, response and monitoring of physical and sexual violence in schools and surrounding communities. Support

teachers to encourage FAC to join children clubs. By so doing this will rebuild their social living.

**Result 3:** 90% of Formerly Abducted Children, who were reunified into their communities earlier, are being followed up and providing care arrangement for them.

### **Activities**

- a) Identification of FAC reintegrated directly in to community. FRDC will work in partnership with UNICEF, Save the Children and other stakeholders to ensure that all returning children are reunited with their families and are safe.
- b) Provide psychosocial support and counseling to families of FAC and other vulnerable children who are still in need.
- c) Carry out community mediation in line with the preparation of children who might be released from captivity.
- d) Encourage family dialogue among families of FACs to encourage parents to be involved in matters or issues that may arise among them. Here families of FAC will be provided with group skills to help their children deal with psychosocial problems.
- e) Engage children in activities that increase their resilience through play activities. The target here is to encourage child to child support activities that help them acquire skills and abilities to solve their own problems. This activity will be complimented by the child friendly space that will establish in a school setting and a few others in the community.
- f) Together with the community, set up a community based monitoring tool. The purpose of this tool will be to track down child protection concerns for children and rising issues of abuse. This will be eventually translated into a data base to provide information sharing among the stake holders.

## **5. BENEFICIARIES/PARTICIPANTS**

Among the most vulnerable children identified are; children lacking parental care, children suffering from poor health, formally abducted children having trouble in their reintegration. While many of these children are vulnerable to multiple factors, requiring various layers of intervention some of which included, school drop out, child abuse, early initiation to sexual activity.

The direct beneficiaries are identified through local structures like community volunteers, councilors (CVCS) and community development officers at sub-county level. After the selection of the beneficiaries, there will be training on business management skills while



others will be sent for skill development training like woodwork, tailoring, Home economics and metal fabrication.

The project targets a total of 500 formerly abducted and disabled children in Lira district. The project beneficiaries will include: Child mothers, child headed households, physically Disabled Children and with more emphasis on formerly abducted children.

The project intends to support 60% of female and 40% of male from the project area. This is because women are extremely vulnerable compared to men.

The benefit that the beneficiaries will derive from the project will include:

1) Knowledge and skills as a result of entrepreneurship, Vocational and management training. 2) Under psycho-social support, the beneficiaries will learn to cope up with stigmatization in society.

## APPENDIX II: Proposal to Plan International

### **Project background**

Freidis Rehabilitation & Disable Centre (FRDC) is based in Lira District one of towns in northern Uganda. Lira District is bordered by the Districts of Gulu in the North West, Pader in the North, Amuria in the South East Dokolo in the South and Apac in the west.

FRDC is a fully registered local Non-Governmental Organization committed to seeing the full rehabilitation, participation, integration and reintegration of Children with disabilities (CWDs) for equalization of opportunities. The Centre intends to achieve this through social, psychological and medical rehabilitation of children with disability, former child soldiers and street children in Northern Uganda.

The centre sees its funding from two individuals from Norway.

The centre was opened on the 1<sup>st</sup> of February 2007 and by end of September this year a total of over 120 children with various kinds of disabilities has been rehabilitated and nearly half have returned to their homes/families and are also being followed up. The centre currently has a total of 35 CWDs undergoing physiotherapy and some awaits corrective surgery

The centre employs a total of 20 technical and support staff that manage the day to day running of the centre. The staffs are deployed in the five departments at the centre that aims at providing holistic care to children with disability and these departments are Education, Medical, Physiotherapy psychosocial and the social mobilization.

Following the insurgency in Lira district, the centre looked at the magnitude of poverty and the pathetic condition of children with disability and conceived an idea of developing strategy and means of addressing livelihood situation among children in Moroto county.

The project is intended to cover the sub-counties of Apala, Aloï, Omoro, Amugo and Abako.

### **Project goal**

To contribute toward the socio-economic integration and reintegration of vulnerable children with disabilities through the provision physiotherapy services, life skills training and strengthening the capacity of the community to appropriately identify and respond to their needs.

### **Objectives**

The objectives of the project are:

- To Support 100 children with disabilities access physiotherapy services.
- To provide life skills training and support to 250 CWDs.
- To Train and establish parents support groups (PSGs) to be able to identify and respond to the needs of CWDs.
- To Train and support 50 Young Persons with Disability (YPDs) with entrepreneurship (Business) skills.

### **Results/Output**

- It is expected that at the end of the project 100 children with paralysis will have received physiotherapy services and would be able to regain their mobility.
- 250 children would have been equipped with life skills and supported.
- 5 Parents support groups would have been formed and supported in the 5 sub-counties of Moroto County.
- 50 children with disabilities trained in entrepreneurship skills and supported to start businesses.

### **Planned activities**

- Mobilization and sensitization of communities on rehabilitation services.
- Identification of 100 CWDs physiotherapy services.
- Conducting routine outreach clinics for physiotherapy services to CWD.
- Mobilization and Identification of 250 children with disabilities in Moroto county for life skills training.
- Train and support 5 parent support groups in the 5 sub-counties of a Moroto county.
- Training and support 50 CWD in the Entrepreneurship skills.

### **Beneficiaries**

- 5 parent support group per sub-county in Moroto county
- 250 children in Moroto county trained in live skills that is 50 per sub county.
- Sub county authorities, CWDs, their parents and the entire community in moroto county.

### **Risk/assumption**

- The project will have no substantial risk in its implementation process except if natural occurrences like floods and insecurity which will hinder access to the project location an issue which would have been beyond the control of implementation team.

**Cross cutting issues:**

**Gender**

- The project will ensure the involvement and participation of both sexes in its implementation.
- The project will also endeavor that the target beneficiaries are equally distributed between male and female
- There will be a coordination mechanism headed by the programme officer.

**Coordination**

- Every month there will be coordination meeting for parent support groups at sub-county levels this will ensure closer monitoring of the project.

**Monitoring and Evaluation:**

- From the onset of the project implementation the project document will be availed to all key stakeholders. This is to enhance easy monitoring and evaluation of the project. Monitoring of the project progress will be on activity basis while there will be a regular monitoring by the Programme Director and centre staff.
- The overall monitoring of project will be coordinated by the programme officers while at sub-county level the parent support groups will monitor the activities in their respective sub-counties in which a monitoring report is produced.
- At Evaluation team will be constituted by Plan International and FRDC to evaluate the project i.e. mid term evaluation and end of project evaluation.