



Annual Report 2011-12



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List of Acronyms

AIDS	Acquired Immune Deficiency Syndrome
ARV	Anti Retroviral
AGM	Annual General Meeting
BoD	Board of Directors
BoT	Board of Trustees
CBO	Community Based Organization
CEO	Chief Executive Officer
CRA	Child Rights Advocacy
CRANE	Children at Risk Action Network
CRC	Convention of the Rights of the Child
DENIVA	Development Network of Indigenous Voluntary Associations
FBO	Faith Based Organization
GHF	Giving Hope Foundation
HIV	Human Immunodeficiency Virus
IEC	Information Education and Communication
IGAs	Income Generating Activities
ICS	Improved Cook Stoves
MDD	Music, Dance and Drama
M&E	Monitoring and Evaluation
MoH	Ministry of Health
MoU	Memorandum of Understanding
MP	Member of Parliament
MWYFC	Makerere West Youth Football Club
MYDEL	Mengo Youth Development Link
NGO	Non-Governmental Organization

OVC	Orphans and Vulnerable Children
RCC	Rotary Community Corps
RET	Renewable Energy Technology
SoTW	Student of The Week
SRHR	Sexual Reproductive Health and Rights
SSC	Stay Safe Club
STD	Sexually Transmitted Disease
STI	Sexually Transmitted Infection
SWOT	Strengths, Weaknesses, Opportunities and Threats
TLUD	Top-Lit UpDraft
ToT	Training of Trainers
UN	United Nations
UNCRC	United Nations Convention on the Rights of the Child
UNICEF	United Nations International Children’s Education Fund
UPE	Universal Primary Education
URA	Uganda Revenue Authority
VAC	Violence Against Children
VCT	Voluntary Counseling and Testing
WHA	World Hepatitis Alliance
WHD	World Hepatitis Day
WHO	World Health Organization

Glossary of Terms

Child; is a person below the age of 18 years (Constitution of Uganda, Article 1, 1995, The Convention on the Rights of the Child, 1998).

Child Survival; includes the Rights of Children to adequate living standards; shelter, nutrition and access to medical services, water and sanitation.

Child Development; consists of the Rights of the Child to education, play and leisure, participation, access to information and freedom of thought. Child Development incorporates cultural, mental, moral, social and spiritual development (UNCRRC Article 23 and 27).

Child Protection; refers to preventing and responding to violence, exploitation and abuse against children – including commercial sexual exploitation, trafficking, Child Labor, and other harmful traditional practices, such as female genital mutilation, and child marriage.

Child Participation; this is active and meaningful engagement of Children in all issues that affect their lives at family, community and national levels as set out in Article 13, 13 and 14 of the UNCRRC.

Child Soldier; any person below the age of 18 years who has been recruited or used by an armed force or armed group in any capacity, including but not limited to Children, boys and girls used as fighters, cooks, porters, messengers, spies or for sexual purposes.

Child Rights; inherent claims or entitlements possessed by every child and because of these claims, every child **must** be protected from abuse and deprivation that would prevent them from attaining their full potential.

Child Sacrifice; killing of Children in order to appease supernatural beings or ‘spirits’ with the intention of acquiring more wealth among others.

Gender; is the social and cultural construction of roles and responsibilities between women, men, boys and girls in a given society.

Gender Inequality; un-equal treatment between women and men based on gender. The opposite is true for Gender equality.

Child Actors; persons, groups, bodies or organizations that are doing work in relation to Children.

Orphan; a child that has lost one or both parents.

Vulnerable Child; one who, based on a set of criteria when compared to other Children, bears a substantive risk of suffering significant physical, emotional and mental harm.

Abandoned/ Neglected Children; those who are separated from both parents and are not being cared for by adults who by Law or Custom are responsible to do so.

Outputs; immediate results achieved as a result of conducting an activity.

Outcomes; changes resulting from exposure to the program measured at the population level in the target population of a program, project or other interventions.

Foreword from the CEO

We extend our sincere thanks to all those who have generously enabled us to realize the listed achievements in this report. You have allowed us to continue responding to the crying voices of hundreds of vulnerable people including children and their caregivers within our local communities and to transform their lives, one at a time! Many of these are orphans, widows, youths and other poor members of the community who had lost hope for the future due to the difficult life's challenges they were facing, some at a very tender age.

Since her official inception on June 29, 2011, GHF has designed programs that are demand-driven and tailored to extend services to vulnerable children and communities mainly in Kampala but has also reached children and communities in Wakiso, Kabarole, Kyenjojo, Masaka and Mubende districts of Uganda.

This progressive report gives an insight into activities at GHF for the past year, underlines major achievements and challenges faced during service delivery and gives a strategic insight of activities and plans for the next three years which is in line with her vision, mission, objectives and core values. The report also highlights the need for GHF to create partnerships through networking with relevant stakeholders in order to improve the quality of service delivery to vulnerable children and communities in Uganda.

The main focus will be towards ensuring sustainability of the current programs and working towards strengthen working relations with government, civil society organizations (CSOs) and the private sector. I strongly invite all those who can support us in any way possible be it with words, action, ideas, talent, experiences and other skills to join us as we strive to transform lives in Uganda in the coming years.

Finally on behalf of Giving Hope Foundation, and indeed on my own behalf, I would like to take this opportunity to sincerely thank everyone who has directly or indirectly been involved in the implementation of GHF vision for their unreserved commitment to duty and their dedication towards the cause of restoring hope among vulnerable children and communities.



Nolbert Muhumuza

Chief Executive Officer,

Giving Hope Foundation (GHF)

1. History and Background

1.1. Mission, Vision, Objectives and Core Values

Our Mission: *To restore hope among vulnerable children and communities that have been affected by poverty, abuse, violence, disease and natural calamities.*

Our Vision: *Communities where children and their caregivers are empowered to improve their own livelihoods through appropriate and affordable alternatives.*

Our Objectives: The objectives of GHF are the following;

- 1) To mobilize resources and establish educational opportunities for vulnerable children
- 2) To ensure that children are safe, healthy and protected at home, in schools and communities
- 3) To facilitate the rehabilitation of traumatized children through sports, music, dance, and drama
- 4) To support community-led initiatives with focus on using sustainable technologies to enhance development
- 5) To build capacity and sensitize children and communities on sexual reproductive health, rights and other preventable viral illnesses like HIV and chronic hepatitis

Our Core Values; The five core values that steer the day-to-day standards of operation for GHF are;

1. Accountability and Transparency in all our dealings
2. Creating Value for our stakeholders
3. Pursuit of Excellence and continuous Improvement
4. Commitment to Personal Integrity
5. Creating a culture of Team Work

1.2. Governance and Management Structures

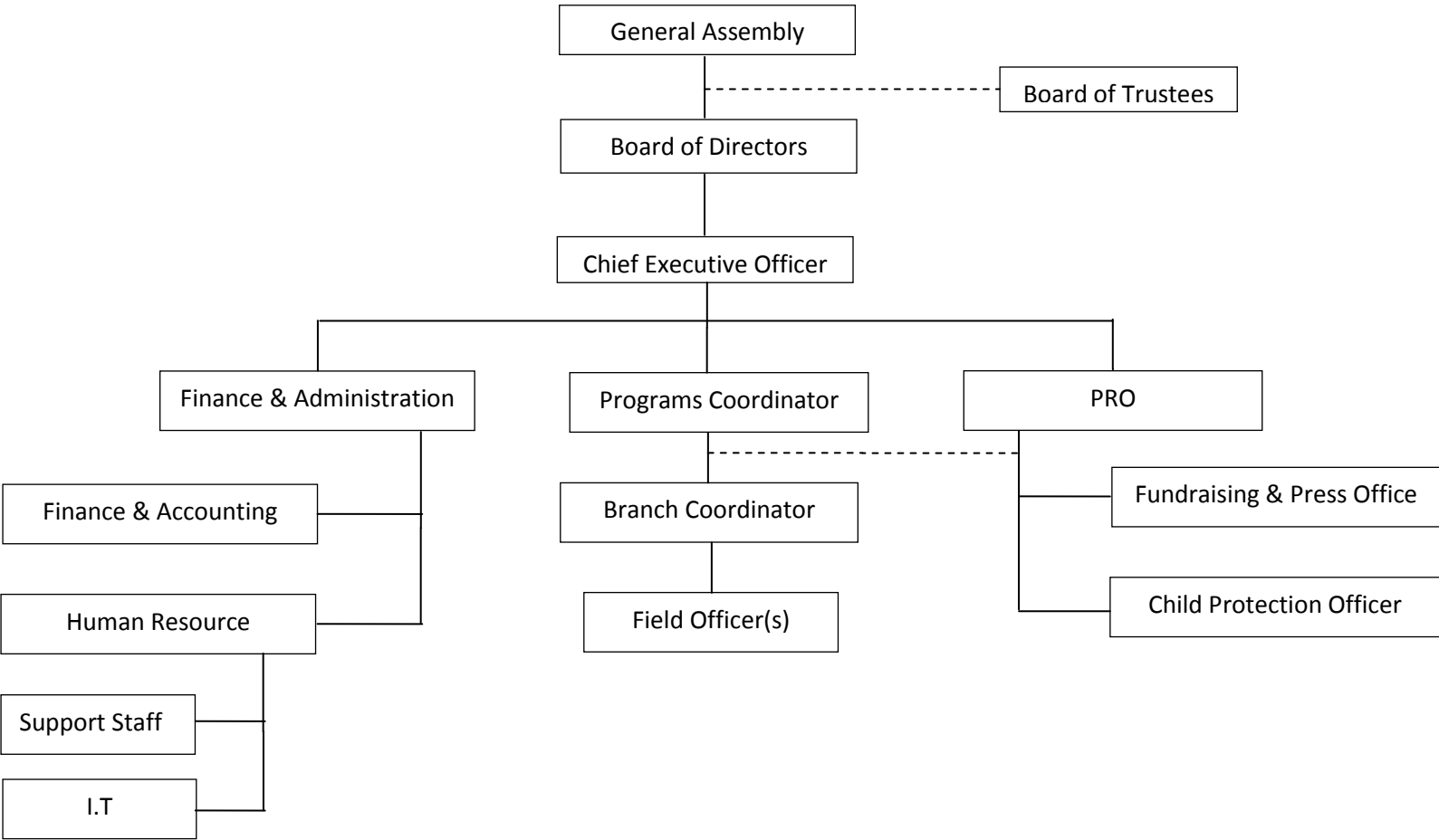
Giving Hope Foundation to date has three active governance and management structures which include the Board of Trustees (BoT), Board of Directors (BoD) and the Secretariat.

The Board of Trustees; consists of four members who are also the Founders of the organization, they act in an honorary capacity to the organization, are charged with active participation by giving management oversight to the BoD and the CEO. They are represented at the BoD by two members who are elected amongst themselves. They are also obliged to attend the AGM.

The Board of Directors; consists of seven members including the Chairperson, Vice Chairperson, General Secretary, Treasurer and three members. They are charged with making policies that govern the organization, help with fund raising, making/ approving major decisions for the organization, give continuous support to the Secretariat, help develop and monitor strategic plans and network on behalf of the organization. The BoD serves on a voluntary basis, the existing board will serve for the next two years until an election is held during the AGM in 2014.

The Secretariat; is charged with running the day-to-day activities of the organization with the CEO as its head. Currently there are three full-time staff members, one part-time staff and three volunteers.

1.3. Organizational Structure



1.4. Program Activities

Stay Safe Club (SSC); this program aims at sensitizing young people on living responsible lives, advocating for their rights and equipping them with essential life skills. The program boasts of over 1,500 active members. The program is active in four secondary schools including Victory Senior Secondary School, Makerere Highway College, Makerere Modern Secondary School and Our Lady of Fatima Senior Secondary School.

Club members meet twice every month, where students are inspired into engaging in discussion on topics affecting them. These range from Violence Against children (VAC) and child abuse, Sexual Reproductive Health and Rights (SRHR), Life skills training, sports and raising **Health Awareness** - which includes hygiene and sanitation, STDs and disseminating information on



other preventable illnesses mainly focusing on HIV/AIDS and Hepatitis. Students also receive free Voluntary Counseling and Testing (VCT) both as a group and on individual basis.

Child Rights Advocacy (CRA); is a program designed to empower children with the right information and skills to advocate for their own rights both at home, in the community and while at school. We also emphasize that children have responsibilities for example doing household chores, helping parents during free hours, attending school, respecting elders, and being obedient.

The children basically go through the simplified children's rights, are helped to understand their meaning and discuss how they apply them in their individual life styles. They also learn how to



report child abuse cases like child neglect, sexual abuse, and other child rights violations.

In the past year, Giving Hope Foundation held two community sensitization events in Makerere Kikoni and Kawempe where children sang songs, presented skits and recited poems about their rights to adults including the division Member of Parliament (MP), chairpersons, teachers, parents and other adults from the community. This helped echo the rights of children - as told by the children themselves rather than follow the traditional way of adults advocating for children's rights.

As a result of the intensive CRA in Kawempe division, two primary and one school have set up a model of a good school with suggestion boxes, recognition of the Student of The Week (SoTW) and regular discussions around children rights. Students are also aware of who/ where to report to in case they experience abuse of any form, students also hold weekly meetings to review the discipline of the students, and decide on punishment for those who have been disobedient.

Makerere West Youth F.C (MWYFC); is a community-based children's soccer team that has transformed lives of many children by equipping them with soccer, education and other essential life skills.

This is a holistic program that goes beyond football by integrating self-esteem development, building teamwork, respect for self and others, conflict resolution, training social skills and cultural awareness as a tool for social transformation and building better families and communities.



The program recruits and trains young people including those from communities surrounding Makerere West by encouraging them to participate and share the knowledge acquired with other children, this is done to help build their skills, self confidence and prepare them for future community leadership.

The club was established on 3rd March 2011 with the aim of helping children from Makerere West - Kikoni live more meaningful lives and to help them achieve their dreams through football, education and other life skills. Under the theme *"Transforming Lives & communities through Football"*, the club has touched lives of many children including eleven who were child laborers, these have since been reintegrated into school and are being helped to become good community members. One orphaned child (11 years) who had been abandoned by his guardian was placed in a new family, and is now attending school. Also the club offers an avenue for socializing, making friends, learning social practises,

leadership but more importantly uniting parents and their children towards building better families and communities. The children are also involved in Music, Dance and Drama as a way of nurturing and enhancing additional talent in the community.

The boys team has four levels i.e. Under-9, Under-11, Under-13 and Under-16 sides and one Under-15 girls team with a combined total of 58 children benefiting from the football club. They train twice every week during school days and five times during school holidays. The teams are participating in Kawempe Youth Football Association (KAYOFA) league and other various tournaments to give them match experience, fitness and fun.

Renewable Energy Technologies (RET); this program includes activities like Briquette making, using Fireless Cooker, Micro-Gardening, and the use of the Mwoto TLUD micro-gasifier cook stoves & making Biochar which is aimed at reducing indoor air pollution among households, creating employment for local youths and poor women, saving cooking energy and mitigating climate change.

Uganda’s forest cover has diminished from over 11 millions of hectares in 1890 to less than 4 millions of hectares in 2005 (Uganda Poverty Status Report, 2005). Under the RET, we have the following activities in the communities;

Biomass Briquette Making; these are compressed blocks of flammable matter used as fuels for cooking. In Uganda, firewood and charcoal are the most important cooking fuel sources for the poor and middle income households. Over 90% of the population relies on these sources for heating and cooking.

Charcoal is popular because it is affordable, sold at a stable prices, convenient to manufacture, accessible to all, and can be produced without external support. But there is a loss of 75% - 80% in energy during charcoal burning as heat, but also releasing toxic gases back into the atmosphere, therefore leading to global warming.



GHF is involved in two types of briquettes (un-carbonized and carbonized) we mainly use sawdust mixed with paper or cassava flour which are burned in the Mwoto stoves. The micro-gasifier has an advantage that it turns all its biomass fuel into charcoal during cooking. This charcoal is then crushed into dust which is also then compressed again to make charcoal briquettes which are used in improve charcoal stoves.

Fireless Cookers; *“A simple cooker that cooks food without Fuel”* – uses stored heat to cook food over a long period of time, food is brought to a boil, simmered for a few minutes depending on the particle size (5 minutes for rice or other grains, 15 minutes for large dry beans or whole potatoes), before being it's transferred to the fireless cooker. A simple basket, insulated with local resources such as banana leaves or old clothes, can reduce fuel between 20% to 80% depending on the type and amount of food cooked, therefore preserving scarce fuel and saving people hours of precious time.



The Fireless cooker has the following benefits;

- Nutritious foods can easily be cooked that previously required lots of fuel for simmering (such as beans, rice and maize).
- Improves indoor air pollution because The Fireless cooker produces no smoke, so there is less risk of women and children developing respiratory disease.
- Creates opportunities for income generation since women do not need to spend hours cooking thus freeing up time to earn money at the market or in the field, but also in the sales of the fireless cookers
- Reduces fuel consumption by an average 40% since women and children spend less time collecting firewood, as well as little fuel required to bring the food to boil before being transferred into the fireless cooker. The cooker therefore preserves forests and the environment.
- Reduce water usage by 25% because water is retained in the food, rather than evaporating thus preserving nutrients, flavors and precious water.

Micro-Gardening; Micro-gardening is becoming more popular with rising food prices in Uganda, unfortunately people who live in urban or suburban areas are most affected often. Micro-gardening offers an alternative to starting large gardens or farms by utilizing small areas of space around the house/ compound. Families are encouraged to grow many varieties of crops and vegetables which improve the nutritional component which is usually lacking for poor households at a low cost.



Micro-gardening helps take the sterile sting out of city life; call it living on the cheap, call it economical, call it dinner, but micro-gardening are offering some of the poorer families in Kampala city one of the most creative ways to eat well for less!

Micro-gardening is growing your own food plants

in containers rather than in a plot of land. The size of the garden is completely variable depending on space, ability, enthusiasm and levels of adventure among others. Micro-gardening saves money, provides a more balanced diet through growing inexpensive food supplements and is also another alternative to income generation through sales of surplus produce.

After preparing the gardens, we add compost, urine solution and then Biochar to help amend/improve soil quality for micro-gardens which in turn improves the sprouting and growth of the plants. Biochar is produced as a byproduct of burning biomass fuels using TLUD micro-gasifier stoves.

GHF has helped establish 14 organic micro-gardens in 4 slums and 2 suburbs of Kampala, with an estimated collective annual output of 1 tonne of food crops including Beans, Peas, Egg plants, Pig weed, Collards, Carrots, Tomatoes, Onions, Cauliflower, Green pepper, Cabbage, Spinach, and Cherry tomatoes. The micro-gardens are usually set in “waste” large containers including broken buckets, basins, jerry cans, old CRT monitor and TV casings, sacks and soil supported by stones/bricks/ timber set in backyards, corridors between houses, and corners around the compound.

Mwoto TLUD stoves; A Top-Lit UpDraft (TLUD) uses pyrolysis gasification technology for exceptionally clean burning of inexpensive agricultural residue or free thick, dry, biomass fuels. A TLUD gasifier stove is lit from the top; heat from the top layer effectively drives combustible gases from the biomass which flow upwards. The combustible gases mix with oxygen through a secondary air inlet and they are burnt at the top of the gasifier. Mwoto stoves have advantages over other stoves because they are non toxic burners (they create and burn smoke and other toxic gases), they start quickly, they burn cheaper inexpensive fuels including grasses, seeds, wood, bamboo, maize cobs and other agricultural residue and they make biochar which can be applied in farms to improve the soils. Because it uses readily available agricultural residues and small sticks, the stove helps tackle the issue of climate change in that it promotes tree planting and forest conservation.



GHF distributed 15 stoves to community members in Kikoni, Nakulabye and Kasubi suburbs found in Kampala, which are actively in use thus saving fuel money for households. It is estimated that each stove saves an average of 25,000 (US \$10) per month in terms of cooking fuel. This money can help households in catering for other basic expenses like school fees, clothes, food and medical care for the family. The stoves have also created employment for youths in the communities who are able to

prepare and fuels to stoves holders, as well as created awareness on climate change and indoor air pollution in these communities.

Sponsorship; this programs aims at providing opportunities for children to attend school by connecting them with sponsors around the world. Living on less than a dollar a day, more than three million of our children are all too familiar with extreme poverty. It has robbed them of their hope and threatens to steal their future. Sponsorship not only provides educational opportunities for disadvantaged children, it also supports them with clothing, nutritious food, health care, vocational training, life skills and housing where necessary. The students are supported in their current homes and schools who have failed to pay tuition or meet other school requirements.

There are currently three girls and three boys being sponsored by GHF. To be considered for a sponsorship, a child must demonstrate a strong commitment to their education and a need for financial support, but this also greatly depends on the availability of funds.

Networking and Partnership; Achieving sustainable development requires collaboration with other CSOs, institutions, the private sector and the participation of all stakeholders and individuals. GHF will

embark on forming partnerships and networking with other stakeholders in the next three years so as to improve our quality of service deliver, strengthen synergies with our partners in the generation, dissemination and use of various resources and information that will benefit disadvantaged children and communities. We will work with individuals, communities, institutions, and the government as we aim at reaching out vulnerable children and communities.



The main focus on networking and partnership will include;

- Enhance strategic partnerships and networking between GHF and stakeholders
- Support and monitor activities on behalf of stakeholders that are in line with our mission
- Coordinating resource mobilization through implementation of resource mobilization strategies such as proposal/ concept development and fundraising

1.5. Our Clients

Giving Hope Foundation serves disadvantaged children including orphans, children from the street as well as those poor children who are not in position to access basic services that a child requires. We also reach out to students in high school through our tailor-made programs which promote active participation and learning by doing as well as having fun as young people. There over 2,000 children (4-18 years) directly or indirectly accessing our services from five districts of Uganda and including over 300 young people and adults.

We also serve disadvantaged communities like those in slums in Kampala city and other rural/ remote areas in Uganda where access to services is still inadequate.

1.6. Achievements in 2011 - 2012

As GHF marks her first year as a legally registered organization, there are a number of achievements she has managed to accomplish. While these may not have been the biggest ground breaking activities in the country, it still worth highlighting because of the energy, time, dedication and pain the team has had to endure in delivering services to vulnerable children and communities.

Below is a highlight some key milestones of GHF from March 2011 – June, 2012.

1. We rented an office space right in the Kikoni area, which required furnishing, advance payment of six months and personnel. There were no fund whatsoever available for this undertaking but the BoD felt the need to have a strategic space where we could reach the people we were targeting. At a rate of UGX 200,000 (US \$80) per month, the BoD raised the initial UGX 1,200,000 (\$480) the cost for rent and a further UGX 1,000,000 (\$400) for office furniture.

We also acquired an office line and launched an official website for the organization.

2. Because we were involved directly in the community and reaching out to many disadvantaged children from Makerere Kikoni, there was a need to establish a system of bringing these children together but also to reach deeper into the community. Makerere West Youth Football Club was established on 3rd March, 2011. The club was started with 11 boys, numbers quickly rose to nearly 35 by the end of April. The club had two volunteers coaches and was utilizing the free space behind Caltec Academy located right in the middle of Makerere Kikoni, though the pitch was and remains in a terrible state.

The club has been registered under the local division football association called Kawempe Youth Football Association (**KAYOFA**) with three levels i.e. Under-11, Under-13 and Under-15. The team has since been able to collectively play 87 matches in total of which they won 61, drew 9 and have lost 17. A total of 157 goals have been scored amongst all the levels with seven hat-tricks; four of which were from the Under-11 side. For the first time, the team participated in the Union of Junior Football Clubs (**UJIFOC**) held in Kajjansi from 28th December, 2011 to 3rd January, 2012 at a total cost of UGX 1,800,000 (\$750) with 18 children participating.

The team has two trophies that were won by the Under-11 side in the Mulago Sunday U11 League and KAYOFA U11 tournament.

3. In July, 2012, three staff members of GHF were trained in Life Skills Development as Training of Trainers (ToT) by Kera Community Counseling Services (KCCS), a local NGO that specializes in education and counseling consultancy. This training helped support the Stay Safe Club program with better skill and information to the benefactors of the program. GHF has since been able to sign a MoU with KCCS with focus on working together in the SSC program.



4. GHF partnered with Rotary International in offering service to the community in Makerere Kikoni. Through the Rotary Community Corp (RCC) of Makerere Kikoni sponsored by the Rotary Club of Nakasero; GHF joined organizations like HELP, GEM-Uganda, and Radio One, Radio Two to deliver health services to over 200 members of the Makerere Kikoni and other surrounding villages in Kampala. Services include health checkups in dental, HIV, diabetes, eyes, heart, mental and free safe male circumcisions.
5. We launched a new logo for Giving Hope Foundation in July 2012. The original one was longer, text-based with a sun (a symbol of positive power, life and hope) on top of the text. The improved one is more compact, has the sun around the heart which is in the middle of the word "Hope".
6. We reached out and successfully recruited for schools under the stay safe club program. The club currently boasts of over 1,500 students with functioning management committees meeting at least twice every month to discuss issues affecting them.

Topics covered for the first year included Building Self Esteem; Peaceful Conflict Resolution; Building Healthy Relationships; Get Smart Life Skills; Feelings, Emotions, Anger - How to deal IT; Friendship, Kindness & Peer pressure; Basic Health Life Skills; Building Character; Anger Management; Safety All Around; Learning From Past Mistakes; Decision Making; Money Matters; Jobs; Time Management; Setting Short & Long Term Goals; Dressing for Success; Secrets of Success; Improving Your Brain Power.

We plan to reach out to more schools in the coming years and also ensure that the clubs are actively involving all members. There is also a need to find more partners who will help in reaching out to students, facilitating during club meetings and financing club activities.



7. We received a donation of used clothes from Charlotte, a friend in Germany, which included shoes, shorts, skirts, blouses, sweaters, jumpers and t-shirts. The clothes had to be cleared with Uganda Revenue Authority (URA) at a fee of UGX 200,000 (\$80). The clothes were distributed to 17 children comprising of those under our regular direct beneficiaries and those from the neighborhood. The children were chosen randomly depending on availability, age and level on need.
8. Makerere West Youth F.C received a donation of a soccer uniforms from Making A Difference (M.AD) a non-profit from the UK through one of the long standing partner network - CRANE. This is the same uniform that is currently in use for match days by the team for both boys and girls and for all levels.
9. We also received a donation of new and used soccer equipment from another group of friends in Germany. Equipment also required clearing with the URA at a cost of UGX 250,000 (\$100). The consignment comprised of soccer boots, training bibs, soccer balls and pins. These have since been used by the soccer team for training and during match days.
10. We have been able to hire two experienced permanent staff, one on part-time basis and also have three volunteers working under the Stay Safe Club, Makerere West Youth F.C and the Child Rights Advocacy programs. This has helped increase the quality of service delivery since there is a big demand for personnel but also this also has a financial obligation from the NGO to fulfill remunerations and facilitate activities.
11. There is a great need for financial support among the children we target due to extreme poverty levels in the communities. We have successfully been able to find sponsorship for six children including three girls and three boys. One of the boys is a total orphan, he is therefore living under the care of a new family where he gets every basic requirement for a child.
12. We received a donation of €300 Euros from a group of friends in Karlsruhe which went helped in preparing a mega children's Christmas party in December 2011. The party was attended by over 180 children mainly from Makerere Kikoni area, including 32 from MWFC. Activities included dancing a competition, an illusion show, giving smaller kids gifts, rewarding the five best players from the soccer team according to roles, a big lunch, cutting of the cake and each child took home scholastic materials – 2 dozen of books, 5 pens and 5 pencils.



1.7. Challenges Faced in 2011 – 2012

Over the last year, GHF has faced numerous challenges during service delivery to her clients. Below we highlight some of the major challenges we have experienced, they are not in any specific order.

1.7.1. Expansion of Services to Meet Demand

During her first official year of operation, GHF has received an overwhelming demand for the services we provide to the local residents and other surrounding communities. The demand includes but not limited to the need for scholarships and scholastic materials for school-going children, free VCT to young people, training in life skills and sports and equipment, community counseling, supply of low-cost micro-gasifiers, free clothing supplies and reaching out to poor households with free food handouts.

There is a need to bring more of these services closer to the household level, which should be accompanied by considerable collaboration with the public and private sectors, Civil Society Organizations (CSOs), NGOs, FBO, CBOs, the private sector and other service oriented institutions.

1.7.2. Lack of Involvement of Local Authority

The local authority are ideally the primary focus for disseminating information and act as links between government, CSOs and other development partners with the local populations.

Because we deal with poor communities and vulnerable children, local authorities are still a key stakeholder in extending our services to those that need it most. We have found a major challenge in getting them to actively participate in our activities, especially where there is no financial motivation involved. This is a big challenge because it limits the number of people reached as well as the service extended to those that need it most.

1.7.3. Improving and Sustaining the Quality of Service

GHF has been constantly working towards improving the quality of service delivery to her clients by offer in-house training, exposure to relevant information and technologies that will enhance the quality service delivery. However this is not always to standard due to limited financial resources both for improving services and sustaining the quality of service.

At organizational level GHF will continue to employ success measurement tools such as quarterly audits, mid-term reviews, surveys and end of project evaluations, routine monitoring and evaluation, research work and getting direct feedback from clients to monitor and to continuously improve the quality of services. In addition, all staff will always receive periodic training in order to maintain and improve the quality of service delivery.

1.7.4. Motivating and Sustaining Community Volunteers

We have had a number of volunteers coming in to offer their time and skills during the past year. Volunteers need to be motivated to some extent which has been a major challenge for GHF.

We have also been lucky to have community volunteers, but sustaining them has been a challenge because they soon look elsewhere for greener pastures since we do not have the financial ability to offer them full-time jobs at the secretariat.

GHF will focus on training community volunteers who in turn will play a key role as Training of Trainers (ToT), first line counselors, events volunteers, child rights advocates, and community links with GHF. Such volunteers will be low-income members of the community who have to divide their time between earning a living and engaging in GHF activities. They will not be remunerated for their activities with GHF. We will keep on conducting refresher courses partly to keep trained volunteers knowledgeable of changing trends in service delivery and to stimulate their morale.

1.7.5. Nutritional Support

GHF has three full-time staff, two part-time staff and has received many volunteers through the past year. It is well known that everyone has to eat and drink, during lunch, during trainings and workshops and children require food and refreshments when they are out for football matches which is a big challenge to provide for these services.

Because our staff are not highly paid, providing lunch serves as a motivation to work harder with a relaxed mind. The children playing soccer are mostly from poor families who cannot afford proper feeding, who usually require food handouts; providing food and water energizes the children to fully enjoy football. We require support for the nutritional component for our clients and out staff so as to ensure consistence in our programs.

1.7.6. Inadequate Training Facilities

Because we live in a dynamic world, there is a need to continually offer training to our staff and target groups so as to keep them updated with knowledge and information. Trainings require space, training materials like stationary, projector, meals and facilitations, sports and music equipment. These resources are costly which GHF is not in position to afford due to limited funds and in turn, we have missed many opportunities in this annual year.

1.7.7. Lack of Transport Facilitation

GHF is usually engaged in various outreach activities that require frequent movements and travel around Kampala and other surrounding districts including taking children for soccer matches, outreach program and meetings among others. We are faced with a challenge of transportation, public transport is affordable but usually very slow especially during working hours. Also hiring private transportation is expensive. Also we usually have facilitation equipment and materials like loud speakers, hired projector and soccer equipment which require bigger space, therefore we are usually driven towards the expensive option of privately hired transportation.

1.7.8. Inability to Hiring and Retaining Skilled Personnel

GHF has received numerous applications from highly skilled personnel to join our work force. But due to limitation especially with financial resources, we have been unable to hire these individuals. We face significant competition for these skilled professionals from other companies, research and academic institutions, government entities and other organizations that are better financially positioned to remunerate these skills individuals.

In addition, we believe that our corporate culture fosters innovation, creativity, and teamwork. As GHF grows, we are required to implement more complex organizational management structures, we may find it increasingly difficult to maintain the beneficial aspects of our corporate culture without more skilled personnel which could negatively impact our future success.

We urgently need to have funds for administration that is sufficient to cover operational costs for the organization.

1.7.9. Limited Office Space and Equipment

GHF currently occupies a small office space (2x3m) which is very small and not able to accommodate all the full-time, part-time and volunteer at the organization. We are also still lacking furniture and equipment like computers, printers, projector and other communication equipment. We are thankful to St. Noah church who are our current landlords for allowing us to use the church auditorium for some of our activities like team meetings, children training workshops and other community training programs.

While we need to rent a large office space in the near future, we also have a plan of acquiring land where we can build a permanent home for GHF. We also need a larger printer and copier to aid our office operations, additionally we need a good internet connection that is able to facilitate the entire office. We also lack our own projector, which is very important during school outreaches, and showing children training workshops.

1.7.10. Fund Raising and Resource Mobilization

GHF has faced a major challenge of raising money and mobilizing resources to run the secretariat. While we were able to raise some money from private donations, we wrote 12 proposals for funding for our programs but none was successful. The perception has been that being a small organization GHF does not have the necessary structures in place to receive funds directly from donor agencies. Also donor agencies receive large numbers of applications including those from more experienced, larger organizations who stand a better chance to successfully implement projects than GHF.

We have embarked on a drive to build a network of potential partners including NGOs, CBOs, FBOs and local businesses who we could work with in the future. However, this takes time to build and bring to success.

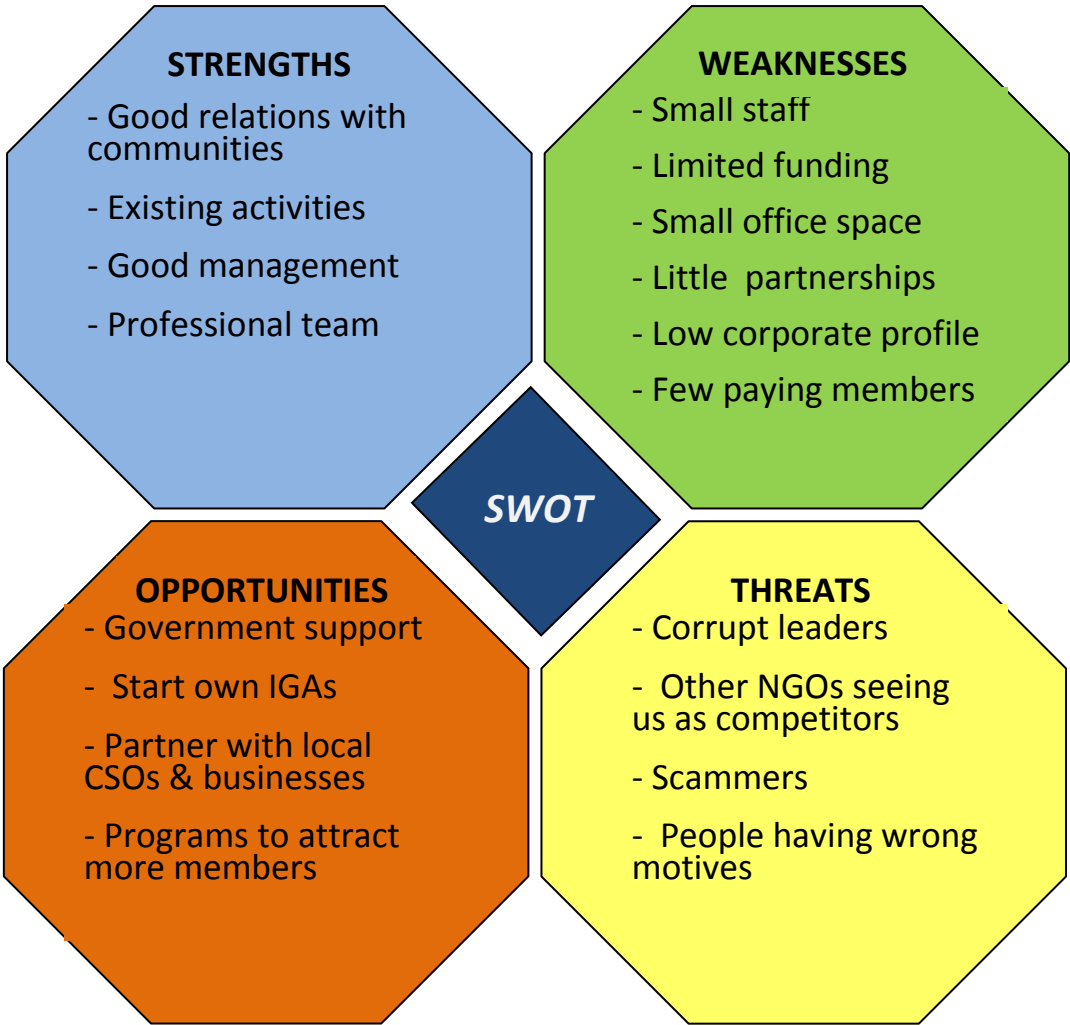
2. Situation Analysis

AIDS is a leading cause of death in Uganda, killing more than 200 people a day, devastating the 25-40 year-old segment of the population, and leaving behind more than 2.4 million orphans since the epidemic's onset. 60% of all people living with HIV/AIDS in the country are women. In Uganda today, 63% of all orphans are living without both natural parents. Uganda's population is estimated at nearly 34.5 million with an annual growth rate of 3.1%; 50% of Uganda's population are under the age of 18.

According to the Ministry of Gender, Labor and Social Development, Uganda has a population of 17.1 million children with 65% vulnerable due to multiple factors including domestic violence, child abuse, neglect, child labor, disease, dropping out of school, lack of food, death of parents, lack of adequate education, poverty, alcoholism among parents, drug abuse, divorce of parents, limited or no access to land, lack of jobs for parents, and illiteracy from parents among others.

Uganda has an estimated population of 34 million people with 60% below the age of 24, this calls for programs specially designed to target this category of people in Uganda. This is why GHF has designed programs specially targeted children and youths in urban, suburban and rural settings so as to prepare them for the future.

3. SWOT Analysis



4. Stakeholder Analysis

GHF has identified three categories of stakeholders that key to the progress and success of the projects at the organization. They are important because their information and interests are important for our implementation strategies, project management, M&E, networking, partnerships therefore the success of the organization. Their active participation in our project is paramount as they complement our mission of transforming disadvantaged communities in Uganda.

GHF has for the past year been working closely with different stakeholders in implementing her programs, these have included the children as the primary beneficiaries, their parents and/or guardians, youths from the community, local council leaders, FBOs, NGOs, and general communities where we have implemented our activities.

GHF has been active in five communities in Kampala including Kikoni, Kasubi, Luby, Katanga and Kivulu working to deliver the Stay Safe Club (SSC), Football, micro-gardening, and Renewable energy. We have an excellent working relationship with St. Noah Church of Uganda who are also our landlords. We are implementing the SSC program in four schools along with Kera Community Counseling Services a local NGO based in Kikoni also.

We have worked with the Ministry of Health (MoH), the World Health Organization (WHO) and the National Organization for People Living with Hepatitis B (NOPLHB), Community Health And Information Network (CHAIN) in delivering information regarding the Hepatitis and organizing the World Hepatitis Day celebration in Uganda.

We also work with World Unification Team Uganda (WUTU), Team Work Afrika (TWA), Uganda Children's Burden Centre (UCBC), Mengo Youth Development Link (MYDEL), Action for Disadvantaged Children (ACDIPE) and Rotary Club of Nakasero in delivering the Child Rights Advocacy program, music, dance and drama, and renewable energy technologies.

5. Networking and Partnerships

GHF strongly believes in the power of many individuals coming together for a common cause, that is why we attend regular partnership, workshops, forums and meetings - all geared towards strengthening coordination and partnership with stakeholders. Through networking and partnering with different stakeholders, GHF aims to strengthen synergies and complementarities with partners in generating, disseminating and use of various information and resources in relation to our core programs.

GHF also aims at coordinating resource mobilization through implementation of strategies such as concept and Proposal development and other fundraising methodologies with her stakeholders.

We will actively seek to join other networking forums like the Uganda NGO Forum, Children at Risk Action Network (CRANE), the Uganda Youth Network (UYONET), Development Network of Indigenous Voluntary Associations (DENIVA) and GEF-NGO network. Though this comes with a significant responsibility, especially the financial aspect, GHF will try her level best to fulfill this requirement.

Annex I: 3-Year Implementation Plan		2013					2014					2015																									
Program	Activity	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Child Rights Advocacy (CRA)	Community Sensitization																																				
	Child Protection Training																																				
	Community Resource Centre																																				
	Recruiting Volunteers																																				
Makerere West Youth Football Club (MWYFC)	Recruiting Volunteers																																				
	Fundraising																																				
	Training																																				
	Matches																																				
	Soccer seminars																																				
	Christmas party																																				
Networking & Partnership	Membership subscriptions																																				
	Joint concepts & proposals																																				
	Sharing reports																																				
Sponsorship	Searching for sponsors																																				
	Fundraising																																				
	Technical School																																				
Stay Safe Club (SSC)	Leadership Training																																				
	School Outreaches																																				
	Hand-over party																																				
	Fundraising																																				
	Recruiting volunteers																																				
Renewable Energy Technologies (RET)	Urban Gardening																																				
	Fireless cookers																																				
	Mwoto stoves																																				
	Briquettes																																				
	Tree planting																																				
	Bamboo cultivation																																				
	Recruiting volunteers																																				

Note: Shaded are the month(s) of activity.

Annex II: 3-year Activity Plan					
Activity	Description	Tasks	Implementation Time	Indicators	Assumptions
SSC	To empower young people with life skills & raise awareness on SRHR	Leadership training	April, July & Oct	3 trainings each year	Funds availability Funds & IEC materials subject to Fundraising
		School Outreaches	Feb - Nov, 2013	18 visits each year	
		Hand-over party	End of Term II	Pictures, certificates	
		Fundraising	Jan-Dec. 2013-15	No. of events held	
		Recruiting Volunteers	June – Sept. 2013-15	No. of volunteers	
Sponsorship	To support children with school fees & scholastic materials	Searching for sponsors	Jan - Dec, 2013-15	No. of children sponsored	There will be sponsors
		Fundraising	June, 2013-15	No. of fundraising events	
		Technical school	Sept.-Dec, 2014-15	School setup	
RET	To create employment opportunities, improve standards of living & mitigate climate change	Urban gardening	Jan - Feb 2013-15	20 gardens setup	GHF will partner with relevant stakeholders in delivering the program
		Fireless cooker	March - May 2013-15	10 cookers in use	
		Mwoto TLUD stoves	Jan - April 2014-15	30 stoves in use	
		Charcoal Briquettes	May - July 2013-15	2 tonnes produced	
		Tree planting	June, 2013-15	10,000 trees planted	
		Solar Cookers	Jan, 2014-15	200 cookers distributed	
		Recruiting volunteers	June-Dec. 2013-15	No. of volunteers	
MWYFC	To unite communities by using football as a tool for social change	Recruiting volunteers	January - April 2013	3 volunteers	GHF will work with community and local businesses and other NGOs in sports
		Fundraising	Jan - Dec, 2013-15	Resources acquired	
		Trainings	Weekly	Cohesion in the team	
		Matches	Weekly	No. of matches played	
		Soccer seminars	April, July & Dec.	3 seminars held	
		Christmas Party	Dec. each year	No. of parties held	
Networking & Partnership	To strengthen synergies and complementarities with partners in generating, disseminating & use of various information and resources	Membership subscriptions	Jan-Jun 2013-15	No. of networks joined	GHF will be accepted as members in various forums
		Joint concepts & proposals	Jan - Dec, 2013-15	No. of concepts/proposals	
		Sharing reports	Quarterly	Responses from reports	
CRA	To empower children in understanding their responsibilities & advocate for their own rights	Community Sensitization	May & Oct, 2013-15	6 activities held	Local support will be available
		Child protection Training	Jan - Dec, 2013-15	No. of children referred	
		Community Resource Centre	Jan. 2014	Centre setup	
		Recruiting Volunteers	May-Dec, 2013-15	No. of volunteers	

Annex III: Results Based Logical Framework

Program Description	Verifiable Performance Indicators	Means of Verification	Risks/Assumptions
1. Child Rights Advocacy			
AIM: To empower children in understanding their responsibilities & advocate for their own rights			
Impacts			
1. Reduced child rights violation 2. Increased access to social services & protection for children 3. Increased involvement of parents/ guardians, teachers & the community in child protection 4. Improved livelihoods for children and households	No. of child abuse cases reported to police No. of children accessing social services No. of children accessing social protection	GHF evaluation reports Police/ LC1 report	GHF will take advantage of existing government structures to strengthen referral mechanisms
Outcomes			
Decrease in child violations Increased awareness in child rights & protection	No. of children assessing child development programs & services	GHF strategic plan evaluation Annual performance reports	GHF will strengthen its coordination with stakeholders
Outputs			
1. Development of IEC materials 2. Increased child participation in development programs & services 3. Increased awareness for child rights and protection by children & communities	No. of IEC materials distributed No. of sensitization events held No. of advocacy trainings conducted No. of monitoring visits held No. of children involved in the program	No. of IEC materials visible in community Quarterly and M&E reports No. of child participating in the program	GHF will utilize some resources developed by other stakeholders
2. Makerere West Youth Football Club			
AIM: To unite communities using by football as a tool for social change			
Impacts			
1. Increased involvement of boys & girls in football 2. Improved relations between parents and their children 3. Enhanced talent development 4. Improved social behavior amongst children	No. of boys & girls involved in football No. of parents participating/ attending their children's' sports activities No. of parents participating/ attending their children's activities	GHF evaluation reports Training reports Feedback from community	Parents & general community will actively participate in these activities
Outcomes			
1. Reduced antisocial behaviors among children 2. Increased access to sports services 3. Increased number of young talent in communities	Boy & girls involved in football	Evaluation reports	GHF will find sponsorship for the program
Outputs			
Children promoted / sold to other professional teams Children trained as sports coaches/managers	No. of children active in senior teams No. of children serving as ToT in football	Activity reports	GHF needs to sell the vision to children

Annex III: Results Based Logical Framework

Program Description	Verifiable Performance Indicators	Means of Verification	Risks/Assumptions
3. Networking & partnership			
AIM: To strengthen synergies and complementarities with partners in generating, disseminating & use of various information and resources			
Impacts			
1. Increased awareness about our activities 2. Improved relations with other CSOs 3. Shared information & resources with other stakeholders	Feedback from shared reports No. of invitations for workshop/ meetings Information & resources shared	Quality of feedbacks No. workshops held Information & Resources shared	
Outcomes			
1. Increased audience, knowledge & experience 2. Increased strength as a result of working together	Joint activities implemented No. of members we are affiliated to	No. of joint activities organized	All stakeholders will have a common purpose
Outputs			
1. Joint activities			
4. Stay Safe Club			
AIM: To empower young people with life skills and raise awareness on Sexual Reproductive Health and Rights			
Impacts			
1. Young people well informed of their rights & responsibilities 2. Youths empowered with knowledge on SRHR 3. Youths active in improving their communities 4. Increased IGA setups	Percent of young people actively involved in the program Percent of youths participating in SRHR No. of youths participating in communities activities	SCC monthly reports HIV tests and referrals made Evaluation reports No. of IGAs setup	Schools and communities will be active in the program
Outcomes			
1. Reduced immoral behavior in young people 2. Increased youths participation in community development initiatives 3. More youths involved in IGAs	Reduced criminal activities in communities More youths interested in IGAs setup	LC1 & Police reports No. of youths involved in IGAs	
Outputs			
1. Outreaches and trainings targeting young people 2. IGAs setup to reduce poverty and unemployment	No. of outreach & trainings held	No. of IGAs setup	

Annex III: Results Based Logical Framework

Program Description	Verifiable Performance Indicators	Means of Verification	Risks/Assumptions
5. Sponsorship			
AIM: To support children with school fees and scholastic materials from unprivileged communities			
Impacts			
1. More unprivileged children attending school	No. of children returned to school	Amount of money under the sponsorship program	GHF will raise enough money to sustain the program on long term
2. More children accessing basic needs	No. of scholastic & non-scholastics issued out		
Outcomes			
1. Literacy level increased in poor communities	No. of children graduating at different levels	Financial & evaluation reports School reports	Sponsors & children will be committed to the program
2. More children able to access education	Percent of children in school		
Outputs			
1. More parents taking children to school	Percent of children in school	Activity reports	
2. Developmental activities due to education	Initiatives coming into the community	Evaluation reports	

Annex III: Results Based Logical Framework

Program Description	Verifiable Performance Indicators	Means of Verification	Risks/Assumptions
6. Renewable Energy Technologies			
AIM: To create employment opportunities, improve standards of living & mitigate climate change			
Impacts			
1. Increased production of food supplements in poor communities	No. of urban gardens setup Amount of harvest realized from the gardens	Progressive reports Quarterly and M&E reports	Households will embrace the program Communities will provide space for carrying out the programs
2. Increased employment for women & youths	No. of youth employed in different RE projects	Feedback from communities	
3. Improved indoor air pollution & its effects	Deduced indoor cooking		
4. Increased awareness on climate change and its effects	No. of activities/ events on climate change held		
5. Less energy used for cooking with the help of ICS	No. of households using ICS		
Outcomes			
1. Improved standards of living among poor communities	Percent of women and youths employed	LC1 & Police reports Quarterly and M&E reports	GHF will raise funds to support this program Communities will give accurate and reliable feedback
2. Reduced criminal activities in poor communities	No. of criminal cases reported to LCs & Police	Surveys and feedbacks	
3. Reduced women & child mortality due to respiratory related illnesses	No. of deaths related to respiratory illnesses reported		
4. More action on mitigating climate change	No. of Climate change awareness activities		
5. Less trees & forests being cut for cooking	No. of initiatives mitigating climate change		
Outputs			
1. Increased employment for poor households	Percent of women and youths employed	Health reports	
2. Decreased indoor air pollution	Reduced indoor pollution deaths	M&E reports	
3. Decreased deforestation & more afforestation	No. of trees planted	Surveys and field visits	

Annex IV: 3-Year Budget		2013		2014		2015	
Program	Activity	UGX	USD	UGX	USD	UGX	USD
Child Rights Advocacy (CRA)	Community Sensitization	20,000,000	8,333	20,000,000	8,333	20,000,000	7,692
	Child Protection Training	8,000,000	3,333	10,000,000	4,167	10,000,000	3,846
	Community Resource Ctr	15,000,000	6,250	5,000,000	2,083	5,000,000	1,923
	Recruiting Volunteers	100,000	42	100,000	42	100,000	38
Sub-Totals:		43,100,000	17,958	35,100,000	14,625	35,100,000	13,500
Makerere West Youth Football Club (MWYFC)	Recruiting Volunteers	100,000	42	100,000	42	100,000	38
	Fundraising costs	520,000	217	1,000,000	417	3,000,000	1,250
	Training	5,000,000	2,083	5,000,000	2,083	5,000,000	2,083
	Matches	3,000,000	1,250	3,300,000	1,375	3,800,000	1,583
	Soccer seminars	1,520,000	633	520,000	217	520,000	217
	Christmas party	1,300,000	542	1,300,000	542	1,300,000	542
Sub-Totals:		11,440,000	4,767	11,220,000	4,675	13,720,000	5,713
Networking & Partnership	Membership subscriptions	1,300,000	542	1,500,000	625	1,570,000	654
	Joint concepts & proposals	2,600,000	1,083	260,000	108	260,000	108
	Sharing reports	200,000	83	200,000	83	200,000	83
Sub-Totals:		4,100,000	1,708	1,960,000	817	2,030,000	846
Sponsorship	Searching for sponsors	3,000,000	1,250	3,000,000	1,250	4,000,000	1,667
	Fundraising	250,000	104	300,000	125	500,000	208
	Technical Institute		0	0	0	50,000,000	20,833
Sub-Totals:		3,250,000	1,354	3,300,000	1,375	54,500,000	22,708
Stay Safe Club (SSC)	Leadership Training	1,500,000	625	1,500,000	625	1,500,000	625
	School Outreaches	4,000,000	1,667	5,000,000	2,083	5,000,000	2,083
	Hand-over party	2,000,000	833	2,500,000	1,042	2,800,000	1,167
	Fundraising	1,250,000	521	1,300,000	542	1,300,000	542
	Recruiting volunteers	1,000,000	417	1,000,000	417	1,000,000	417
Sub-Totals:		9,750,000	4,063	11,300,000	4,708	11,600,000	4,833

Renewable Energy Technologies (RET)	Urban Gardening	5,000,000	1,923	5,000,000	2,083	5,500,000	2,115
	Fireless cookers	3,250,000	1,354	3,250,000	1,354	3,250,000	1,354
	Mwoto TLUD stoves	0	0	5,500,000	2,292	6,000,000	2,500
	Charcoal Briquettes	10,300,000	4,292	2,000,000	833	1,040,000	433
	Tree planting	12,000,000	5,000	10,000,000	4,167	12,000,000	5,000
	Solar Cookers	0	0	12,400,000	5,167	15,000,000	6,250
	Recruiting volunteers	1,000,000	417	1,000,000	417	1,000,000	417
Sub-Totals:		31,550,000	13,146	39,150,000	16,313	43,790,000	18,246
TOTAL PROGRAM COSTS (TPC)		103,190,000	42,996	102,030,000	42,513	160,740,000	66,975
Overhead Costs (USD)	Administration (10% of TPC)	10,319,000	4,300	10,203,000	4,251	16,074,000	6,698
	Staff (8)	6,400,000	2,667	7,360,000	3,067	7,680,000	3,200
	Rent	6,000,000	2,500	7,200,000	3,000	7,200,000	3,000
Total Overhead Costs		22,719,000	9,466	24,763,000	10,318	30,954,000	12,898
Overall Total Budget		125,909,000	52,462	126,793,000	52,830	191,694,000	79,873

Note: 1) Shaded are the month(s) of activity.
2) 1USD = 2,400 Ugx