

THE HEAR INTERNATIONAL (HI) Strategic Plan 2014-2018



STRATEGIC PLAN 2014-2018

THE HEAR INTERNATIONAL (HI)

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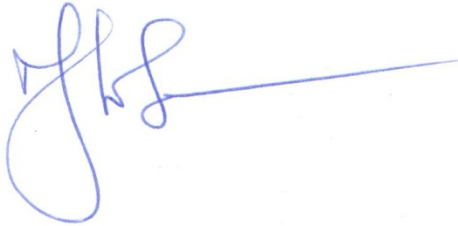
August 2014

Transforming Precious Lives for Sustainable Development in Uganda

Acknowledgement

HEAR INTERNATIONAL (HI) is grateful to all those who participated in the formulation of this Strategic Plan 2014-2018. The Strategic Plan benefited from the ideas, opinion and experiences of our staff, members of the Governing Board, and our partners. Our volunteers (internal and external), members, and beneficiaries also contributed immensely through their participation in the exercise.

We would like to thank the team of Consultants from the International Social Development Consults Ltd (ISDC) led by Dr. Godfrey YIKII and Dr. Ukam OYENE who took lead in the process of obtaining the input of the HI Strategic Plan 2014-2018 and who later ably facilitated the strategic planning process that involved in-depth interviews with staff of HI, partners of HI, group discussions with HI beneficiaries and a 3 days Planning Workshop.

A handwritten signature in blue ink, consisting of stylized initials and a long horizontal line extending to the right.

Adule Kefa
Secretary Governing Board

Foreword

The **HEAR INTERNATIONAL (HI)** Strategic Plan 2014-2018 provides the guiding framework for the NGO's work for this five-year period in an effort to contribute towards the achievement of its vision. The Strategic Plan builds on our previous efforts and experiences and seeks to consolidate our past achievements, refocus our interventions, improve our response and cause greater impact. This plan focuses on further strengthening of the Hear International (HI) interventions, as the implementers of our mandate. The strategic objectives in this plan have been carefully formulated to focus our efforts on service delivery to the vulnerable as well as institutional capacity building and systems strengthening of the NGO.

It is our hope that this Strategic Plan will be an important instrument for mobilizing human, financial and material resources to respond to the needs of the most vulnerable and advance the cause of ***Transforming Precious Lives for Sustainable Development in Uganda***. Let us use this Plan to bring a difference to the lives of those who are less privileged and marginalized and hard to reach populations of this world.



Drania Silvano

Chairperson, Governing Board

Acronyms

ACT	-	Action for Community Transformation
CAO	-	Chief Administrative Officer
CSOs	-	Civil Society Organisations
DDHS	-	District Director of Health Services
ECD	-	Education and Capacity Development
GB	-	Governing Board
GoU	-	Government of Uganda
HI	-	Hear International
IDPs	-	Internally Displaced Persons
IEC	-	Information Education Communication
IGAs	-	Income Generating Activities
LG	-	Local Government
LGA	-	Local Government Administration
M&E	-	Monitoring and Evaluation
M&EF	-	Monitoring, Evaluation Framework
MTR	-	Mid Term Review
PEAP	-	Poverty Eradication Action Plan
PESTLE	-	Political, Economic, Social, Technological, Legal and Environment
PLWHA	-	People Living with HIV/AIDS
RDC	-	Residence District Commissioner
SP	-	Strategic Plan
SWOT	-	Strengths, Weaknesses, Opportunities and Threats
WASH	-	Water, Sanitation and Hygiene
CEP	-	Community Empowerment Program

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1. INTRODUCTION

The Hear International (HI) is a Ugandan based NGO in the West Nile Region of Arua District, and has developed over the years into a formidable well-respected community focused Organization in Arua District. It formerly transformed from Action for Community Transformation (ACT) that begun as a small Community Based Organization (CBO) established in 2003 with program coverage in Ajia sub county, Arua District. Over the last 10 years, the organization has immensely transitioned to a fully fledged NGO legally known as Hear International (HI) in Uganda, operating in Arua District. The mandate of the organization is to ensure that the poor and vulnerable are able to meet their basic needs. The organization's programme focuses on its four (4) strategic sectors namely; Livelihood (Promoting Sustainable Agriculture and Natural Resources Management), Health (including HIV& AIDS and WASH), Education & Capacity Development and Research.

The HI Strategic Plan 2014-18 outlines the organization's programme for the 5 years. It is based upon the theme of "Transforming Precious Lives for Sustainable Development in Uganda". The plan was developed in a participatory workshop attended by the different stakeholders, comprising of (a) HI board, staff and volunteers; (b) partners and donors; and (c) and relevant leaders from the government of Uganda. The process was facilitated by external consultants, International Social Development Consults Ltd. The result of the extensive discussions is this document. The final draft was approved by the Board of Directors.

The steps followed in the development of the plan involved a thorough organisational analysis, including assessment using mixed approaches i.e. SWOT¹ analysis. The PESTLE² analysis was also used to look at the external environment in which the organization operates. The discussion also included careful analysis (of the causes and consequences) of the three critical aspects of context – vulnerability, coverage, and dependency syndrome. It became clear during the situational analysis that HI's strengths lies in its Community led interventions, training approaches and school based programs as the only organization in Arua District.

Therefore, in the next 5 years, the organization will continue to work towards the goal of reducing different forms of vulnerabilities within its coverage. While the programme on

¹ SWOT refers to Strengths, Weaknesses, Opportunities and Threats

² PESTLE relates to six external factors that influence organizations: Political, Economic, Social, Technological, Legal and Environmental.

Food Security, Health, Natural resource management, Innovation and Education will be the core of the organization, programmes on governance and civic education as well as community empowerment and gender will complement and enrich the work and empowerment of vulnerable people in our community. The last focus area emphasizes the strengthening and building of the internal Organizational Capacities of HI. As an organisation, we believe that this must be taken very seriously, as it has the potential to undermine all our efforts in other areas of intervention.

The following Strategic Plan set boundaries and gives direction for development of the HI's annual Operational Plan for 2014, and subsequent years. This plan is a living document and will be reviewed at mid-term in response to rapid changes in the country of Uganda.

2 STRATEGIC FRAMEWORK

The vision, mission and value statements of HI are as follows:-

2.1 Vision

HI vision is a prosperous community that is Food Secure, Healthy and Literate for Holistic Sustainable Development in Uganda.

2.2 Mission

HI works with vulnerable groups in West Nile (Arua) to contribute to strengthening of vulnerable communities through influencing socio-economic transformation for Sustainable Development.

2.3 Core Values

HI's *core values are*; - Team work and responsibility; Upholding justice and equity; we value people; we are partners; honesty and transparency; and Spirit of voluntarism.

1. *Team work and responsibility*

We shall work as a team and undertake activities collectively while recognizing our diversities and differences. We will collaborate, network, and respect each other at all times; resist divisions among our members; and resolve our problems amicably. We shall make proper use of HI resources including assets, funds and documents.

2. Upholding social justice and Equity

We shall be gender sensitive, and include both men and women not only as beneficiaries but also as decision makers. We are committed to regional and religious representations in our workshops as well as in our management structures.

3. We value people (Diversity)

We value diversity, not only about who we serve but also who we recruit to our board, staff or volunteers. We shall ensure that our training materials shall be appropriate to the culture of specific group that we train. We shall respect other cultures, not just ours.

4. We are partners (Empowering poor people to improve their own lives)

We will work with, not for, the poor people to improve their situation. We will train and empower project beneficiaries to take initiatives and to sustain activities.

5. Honesty and transparency

We shall be open to each other and in our dealings with target/host communities. We shall be accountable to beneficiaries and donors in all our operations and in utilization of funds. We agree not to abuse our office values for individual gain. We shall be open about our work, making information about our activities, resources and plans available to relevant stakeholders – management team, beneficiaries, partners, etc.

6. Spirit of voluntarism

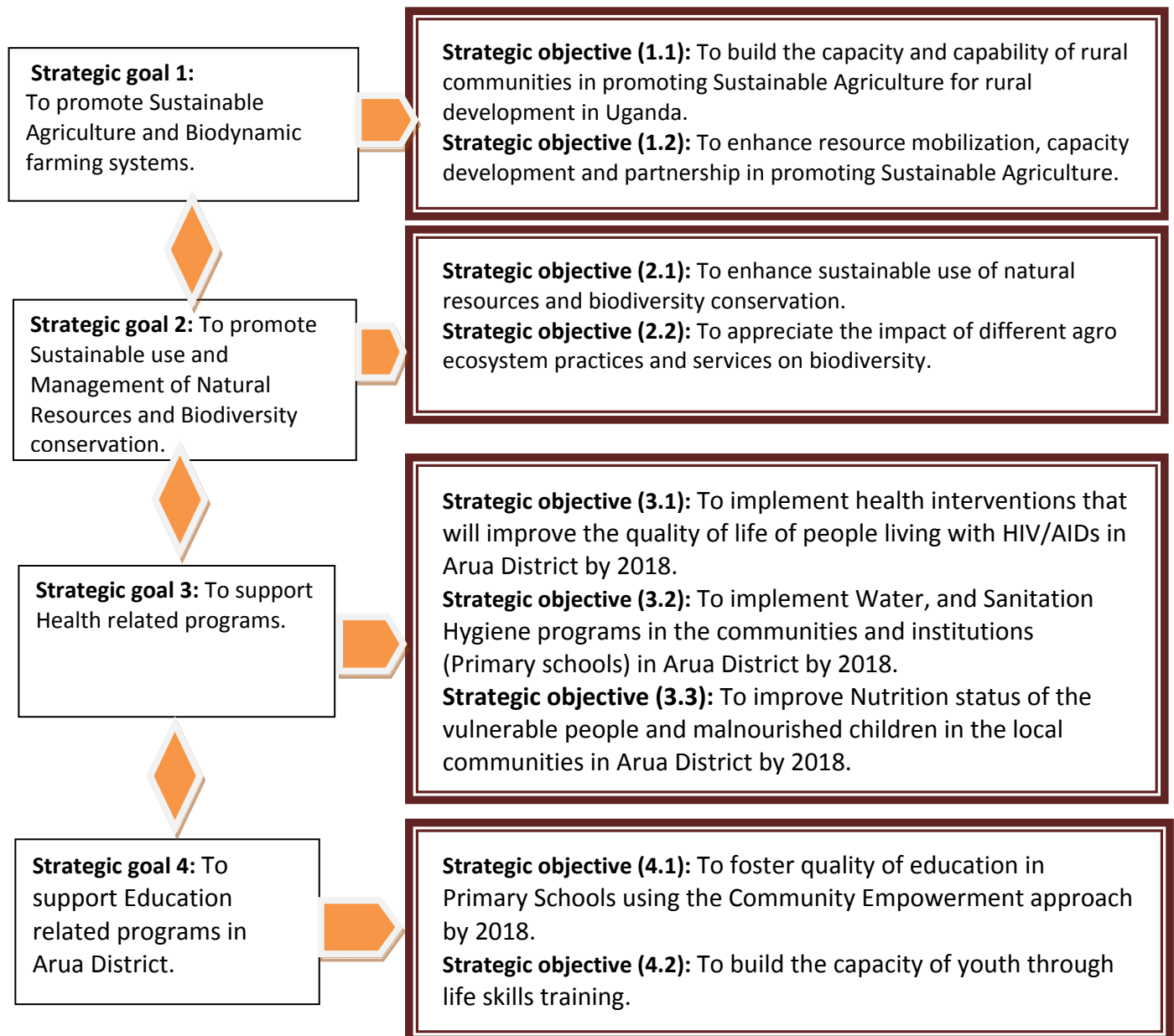
We are committed to serving the humanity on voluntary basis. We shall be self motivated not only to give material things but also ourselves and time to serve the community.

3. STRATEGIC GOALS AND OBJECTIVES

The realisation of our mission and vision is anchored on specific goals to Promote Sustainable Agriculture and Natural Resources Management for sustainable livelihoods through Community – Centered Development and four strategic goals, namely:

- (1) To promote Sustainable Agriculture and Biodynamic farming systems as a means of increasing farmer income and ensuring food security.
- (2) To promote Sustainable use and Management of Natural Resources and Biodiversity conservation.
- (3) To support Health related programs
- (4) To support Education related programs

These four strategic areas have the following goals and objectives:



4. INTERVENTION/ACTIVITIES

In order to achieve the above strategic goals, HI programmes are structured around Four Thematic Areas:

1. Sustainable Agricultural Development
2. Environmental Sustainability
3. Health(including HIV&AIDS, WASH and Nutrition)
4. Education and Capacity Development

HI will undertake the following interventions in the next four years:

Thematic Area 1: Sustainable Agriculture Development

Strategic Goal 1: To promote Sustainable Agriculture and Biodynamic farming systems in Uganda

Strategic Objective 1.1: To build the capacity and capability of rural communities in promoting Sustainable Agriculture for rural development in Uganda.

Interventions/activities:

- *Carry out educational trainings for farmer group leaders in management and leadership knowledge and skills.*
- *Train farmers in Sustainable Good Agronomic Practices (GAPs).*
- *Train and empower 100 farmer groups in Village Saving Schemes to inculcate culture of savings among farmers.*
- *Empower farmers in agricultural value addition.*

Strategic objective 1.2: To enhance resource mobilization, capacity development and partnership in promoting Sustainable Agriculture.

Interventions/activities:

- *Carry out identification of capacity development partners.*
- *Carry out identification of resource partners.*
- *Carry out dissemination of relevant documents (Annual reports, Policy documents, publications) to partners.*

Thematic Area 2: Environmental Sustainability

Strategic Goal 2: To promote Sustainable use, Management of Natural Resources and Biodiversity conservation by 2018.

Strategic objectives 2.1: To enhance sustainable use of natural resources and Biodiversity conservation.

Interventions/activities:

- *Conduct baseline assessment on Sustainable use, management of Natural Resources and Biodiversity conservation.*
- *Train and raise public awareness on sustainable use and management of Natural Resources and Biodiversity conservation.*
- *Train communities on climate change adaptation and mitigation measures.*

Strategic objective 2.2: To consolidate the impact of different agro ecosystem practices and services on biodiversity.

Interventions/activities:

- *Raise public awareness on the impact of different agro ecosystem practices and services on biodiversity.*
- *Mobilize resources for the conservation of Biological diversity in Uganda by 2018.*
- *Conduct trainings for the communities and giving them skills to solve the existing environmental problems.*
- *Liaising with extension workers and other change agents and inviting them to assist in training the communities.*

Thematic Area 3: Health including HIV/AIDS, WASH and Nutrition

Strategic Goal 3: To support health, WASH and Nutrition related programmes.

Strategic objective 3.1: To implement health interventions that will improve the quality of life of people living with HIV/AIDS in Arua District by 2018.

Interventions/activities:

- *Educate and raise awareness about HIV/AIDS.*
- *Train community care givers on infection prevention and effective care for HIV positive people in Arua District.*

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- *Train and supervise volunteer peer educators on HIV/AIDs.*
- *Provide Home based counseling to HIV infected/affected people as a means of Family support.*
- *Provision of home based care kits, and train care givers on how to use them.*

Strategic objective 3.2: To implement Water, and Sanitation Hygiene programs in the communities and institutions (Primary schools) in Arua District by 2018.

Interventions/activities:

- Conduct Water and Sanitation Hygiene (WASH) training amongst the local communities and institutions (schools, markets, prisons, religious institutions).
- Conduct home improvement campaigns and house hold assessment on sanitation.
- Train and empower the water user communities in the local communities to ensure safe water chain.
- Engage with the local authorities in solid waste management in the local communities and institutions.

Strategic objective 3.3: To improve Nutrition status of the vulnerable people and malnourished children in the local communities in Arua District by 2018.

Interventions/activities:

- *Train community change agents on good nutrition in the rural communities.*
- *Facilitate community nutrition demonstrations within the local communities.*
- *Establish kitchen gardening for small women groups in the rural communities.*
- *Participate in developing IEC materials in the local language on good nutritional practices.*
- *To identify malnourished children and refer to Outpatient Therapeutic Centers.*

Thematic Area 4: Education and Capacity

Strategic Goal 4: To support Education related programmes in Arua District

Strategic objective 4.1: To foster quality of education in Primary Schools using the Community Empowerment approach by 2018.

Interventions/activities:

- *Initiate volunteer development and placement for Education support from higher institution of learning and NGOs.*
- *Support school garden programs in primary schools through advisory services to enhance food security.*

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- *Participate in Girls' Empowerment Movement (GEM) through formation of special groups in primary schools.*

Strategic objective 4.2: To build the capacity of youth through life skills training.

Interventions/activities:

- *Develop radio program for youth in and out of schools on life skills.*
- *Initiate technical (vocational) skills training for the out of school.*
- *Conduct peer education and counseling for youth who are drug addict.*

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5. ACTION PLAN/LOG FRAME

Thematic Area 1: Sustainable Agriculture Development

Strategic Goal: To promote Sustainable Agriculture and Biodynamic farming systems in Uganda

Strategic Objective	Activities	Indicators	Responsibility	Partners	Timeframe					Budget (\$)
					2014	2015	2016	2017	2018	
1.0 To build the capacity and capability of rural communities in promoting Sustainable Agriculture for rural development in Uganda.	1. Carry out education trainings for farmer group leaders in management and leadership knowledge and skills.	# of trainings conducted for farmer groups.	Training officer	USAID, SNV, Unicef, Seeds for Africa.	x	x				20,000
	2. Train farmers in Sustainable Good Agronomic Practices.	# of farmers trained.	Training Officer	USAID, SNV, Unicef, Seeds for Africa.	x	x	x	x	x	50,000
	1. Train and empower 100 farmer groups in Village Saving Schemes to instill culture of savings among farmers	#farmer groups trained and empowered on village saving schemes.	Training Officer	USAID, SNV, Unicef, Seeds for Africa.	x	x	x	x	x	40,000

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	4. Train farmers in agricultural value addition.	# of farmers trained/em powered in agricultural value addition.	Training Officer	USAID, SNV, Unicef, Seeds for Africa, Trees for the Future.	x	x	x	x	x	100,000
1.2. To enhance resource mobilization, capacity development and partnership in promoting Sustainable Agriculture.	1. Carry out identification of capacity development partners.	# of development partners identified.	Coordinator		x	x	x	x	x	10,000
	2. Carry out identification of resource partners.	# of resource partners identified.	Coordinator		x	x	x	x	x	10,000
	3. Carry out dissemination of relevant documents/information (Annual reports, Policy documents, publications) to partners.	#of documents disseminated.	Coordinator		x	x	x	x	x	20,000

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Thematic Area 2: Environmental Sustainability

Strategic Goal: To promote Sustainable use and Management of Natural Resources and Biodiversity conservation.

Strategic Objective	Activities	Indicators	Responsibility	Partners	Timeframe					Budget (\$) Rate UG 2500
					2014	2015	2016	2017	2018	
2.1 To enhance sustainable use of natural resources and Biodiversity conservation.	1. Conduct baseline assessment on Sustainable use, management of Natural Resources and Biodiversity conservation.	Baseline assessment conducted.	Coordinator and HI Team	SNV, USAID, Trees For the Future etc.	x	x				16,000
	2. Train and raise public awareness on sustainable use and management of Natural Resources and Biodiversity conservation.	# of community members sensitized.	Coordinator and HI Team	SNV, USAID, Trees For the Future etc.	x	x	x	x	x	40,000
	2. Train communities on climate change adaptation and mitigation	# of community members trained.	Training Officer	SNV, USAID, Trees For the Future etc.	x	x	x	x	x	48,000

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	measures.									
2.2 To consolidate the impact of different agro ecosystem practices and services on biodiversity.	1. Raise public awareness on the impact of different agro ecosystem practices and services on biodiversity.	# of community members sensitized.	Training Officer	SNV, USAID, Trees For the Future etc.	x	x	x	x	x	40,000
	2. Mobilize resources for the conservation of Biological diversity in Uganda.	Resources mobilized.	Coordinator	SNV, USAID, Trees For the Future etc.	x	x	x	x	x	160,000
	3. Conduct trainings for the communities and giving them skills to solve the existing environmental problems.	# of people trained.	Training Officer	SNV, USAID, Trees For the Future etc.	x	x	x	x	x	50,000

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	4. Liaising with extension workers and other change agents and inviting them to assist in training the communities.	# of extension workers partnered with.	Coordinator	SNV, USAID, Trees For the Future etc.	x	x	x	x	x	80,000
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Thematic Area 3: Health including HIV/AIDS, WASH and Nutrition

Strategic Goal: To support Health, WASH and Nutrition related programmes.

Strategic Objective (3)	Activities	Indicators	Responsibility	Partners	Timeframe					Budget
					2014	2015	2016	2017	2018	
3.1 To implement health interventions that will improve the quality of life of people living with HIV/AIDs in Arua District.	1. Educate and raise awareness about HIV/AIDS	% of community members aware of methods of HIV spread and prevention	HI Coordinator.	SNV, US Embassy in Uganda/D FID/Baylor Uganda	x	x	x	x	x	8,000
	2. Train community care givers on infection prevention and effective care for HIV positive people in Arua District 3. Train and supervise peer	# of community members trained in Home Based Care	HI Coordinator.		x	x	x	x	x	10,000

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	educators on HIV/AIDs									
	4. Provide Home based counseling to HIV infected/affected people as a means of Family support	# of families with PLWA given HBC counseling	HI Coordinator.		x	x	x	x	x	8,000
	5. Development of home based care kits, and training care givers on how to use them.	# of HBC kits procured (made) and distributed	HI Coordinator.		x	x	x	x	x	50,000
3.2 To implement Water, and Sanitation Hygiene programs in the communities and institutions (Primary schools) in Arua District.	1. Conduct Water and Sanitation Hygiene (WASH) training amongst the local communities and	#of communities, institutions trained on WASH	Programme Officer		x	x	x	x	x	60,000

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	institutions (schools, markets, prisons, religious institutions).									
	2. Conduct home improvement campaigns and household assessment on sanitation	# of Home visits conducted	Programme Officer		x	x	x	x	x	10,000
	3. Train/Strengthen the water user communities in the local communities to ensure safe water chain.	#of functional water user committees formed	Programme Officer		x	x	x	x	x	15,000
	4. Engage with the local authorities	# of meetings conducted	Programme Officer		x	x	x	x	x	20,000

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	in solid waste management in the local communities and institutions.	on solid waste management								
3.3 To improve Nutrition status of the vulnerable people and malnourished children in the local communities in Arua District.	Train community change agents on good nutrition in the rural communities	# of community agents trained	Programme Officer		x	x	x	x	x	15,000
	Facilitate community nutrition demonstrations within the local communities	# of nutrition demonstrations conducted.	Programme Officer		x	x	x	x	x	30,000
	Establish kitchen gardening for small women groups in the rural communities.	# of kitchen gardens established	Programme Officer		x	x	x	x	x	25,000

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	Participate in developing IEC material in the local language on good nutritional practices.	# of IEC materials translated in the local language.	Programme Officer		x	x	x	x	x	15,000
	To identify malnourished children and refer to Outpatient Therapeutic Centers	# of referrals to OTCs by the staff of HI and Network	Programme Officer		x	x	x	x	x	5,000

Thematic Area 4: Thematic Area 4: Education and Capacity

Strategic Goal: To support Education related programmes

Strategic Objective (4)	Activities	Indicators	Responsibility	Partners	Timeframe					Budget
					2014	2015	2016	2017	2018	
4.1 To foster quality of education in Primary Schools using the Community Empowerment approach.	1. Initiate volunteer development and placement for Education support from higher institutions of	# of volunteers placed.	Coordinator	USAID, SNV, Unicef, Seeds for Africa, Trees for the Future.	x	x	x	x	x	50,000
4.2 To build the										

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capacity of youth through life skills training.	learning and NGOs.									
	2. Support school garden programs in primary schools through provision advisory services to enhance school feeding programme.	# of schools supported.	Coordinator	USAID, SNV, Unicef, Seeds for Africa, Trees for the Future.	x	x	x	x	x	40,000
	3. Empower girls through Girls' Education Movement (GEM).	# of girls empowered .	Programme Officer	USAID, SNV, Unicef, Seeds for Africa, Trees for the Future.	x	x	x	x	x	10,000

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	4. Train and support pupils in sustainable natural resources management.	# of pupils trained.	Training Officer	USAID, SNV, Unicef, Seeds for Africa, Trees for the Future.	x	x	x	x	x	20,000
TOTAL										850,000

MONITORING AND EVALUATION

Introduction

Monitoring and Evaluation (M&E) is an essential part of this strategic plan (2014-2018). In pursuit of best practice, monitoring and evaluation of this strategic plan will be systematically conducted throughout the period.

At the beginning of the project, an M&E Framework and Operational Plan will be developed with the aim of providing timely and accurate information on progress made. In addition to the M&E framework, attempt will be made to collect baseline data for the plan. The Monitoring and Evaluation Framework (M&EF) is intended to guide the Organization on how to effectively track progress in the implementation of the HI Strategic Plan 2014-2018 and final impact assessment.

At the activity level, an activity monitoring forms (tools) will be reviewed; specific indicators identified and will be filled once an activity has been undertaken. The information that will be contained in the activity forms include, among others, the name and nature of the activity, the participants in the activity, the location at which the activity was done, the cost of the activity, what the intended outcome(s) of the activity is/are, successes achieved or challenges encountered, observations and/or lessons learnt.

The activity monitoring forms would be compiled on a monthly basis, to give a preview of the progress that has been made and whether the initiatives undertaken are consistent with the overall objectives of the proposed action. This will be in addition to enabling monitoring of the use of the funds on activity work and the ratio of funds spent on direct project activities to those spent on administrative/support functions. Through the compilation of the activity monitoring tools on a monthly basis, it would be possible to ascertain quite easily whether there is need for any corrective action to be taken, to ensure the intended objectives will be ultimately realised.

On a quarterly basis, the monthly reports would be analysed further with a view to determining whether the activities are yielding results at higher level using both quantitative and qualitative data and if the results produced are contributing towards the realisation of the strategic objectives. The compilation of the quarterly reports will be accompanied by units at the level of the individual programmes by thematic area, which unit will explore further the actions that have been implemented, the changes occurring or beginning to occur at the target areas, as a result of the action, challenges encountered and support required to address these challenges. This sharing/feedback will also identify whether there is need for change in strategy and if so, the nature and manner of the proposed strategy. The outcome of these discussions will be put into a report format and together with the compilation of the monthly activity monitoring tool would be shared in the management meeting.

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On a regular basis, feedback will be sought both formally and informally from target beneficiaries and stakeholders on the extent to which the interventions are being implemented and are meeting their expectations and what further action would be necessary to ensure that there is equity (fairness), value for money and convergence between the proposed results and the expectations of the community.

The HI Strategic Plan 2014-2018 will be evaluated twice during its life time. The first evaluation will take place in the midterm of the plan and while the final evaluation will be at the end of the implementation.

6. BUDGET

The proposed budget for the implementation of this strategic plan is estimated to be in UGX (or US\$). The breakdown of HI's budget for 2012-2014 is shown below.

Category	2012 (\$)	2013 (\$)	Total (\$)	Total %
INCOME	17,307	21,538	38,846	
Income pledged/provided by donors (all)	16,153	20,000	36,153	
Income from local fundraising	1,154	1,538	2,692	
Deficit				
Total	17,307	21,538	38,846	100%
EXPENDITURE				
Staff costs	5,769	7,692	13,461	
Operations	1,923	1,923	3,846	
Project activities	7,692	9,615	17,307	
Organizational development, Monitoring and evaluation	1,923	2,307	4,230	
Total Expenditure	17,307	21,538	38,846	100%

Exchange rate: 1 US\$ = 2500 UGX

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7.1 HEAR INTERNATIONAL (HI), BUDGET FOR 2014

Item	Unit Cost	Units	Subtotal (UGX)
Establishment of School gardens in 13 primary schools in Arua District			
Conducting consultative meeting	5000	520	2,600,000
LONGE VII Maize variety	10,000	260kg	2,600,000
Onion Red Creole Variety	35,000	175 tins	6,125,000
NASE 14 Cassava Variety	25,000	130kg	3,250,000
Serenut V Groundnut Variety	7,000	260kg	1,820,000
Wheel Barrow	120,000	13pcs	1,560,000
School Exchange visits	1,000,000	04 visits	4,000,000
Sub total			21,955,000
Identification and registration of OVCs, PHAs, and Caregivers			
Facilitation Allowance	50,000	10 days	500,000
Fuel	4,000	80 Liters	320,000
Sub total			820,000
Train Volunteer peer educators in Nutritional education and counseling			
Venue hire	150,000	14	2,100,000
Meals	5,000	100x14	7,000,000
Transport refund	20,000	100	2,000,000
Stationery (Lump sump)	600,000	-	600,000
Subtotal			11,700,000
Support farmers with farm inputs			
Onion Red Creole variety (250g)	35,000	200tins	7,000,000
Longe VII Maize variety	10,000	1000kg	10,000,000
Egg plants (50g)	10,000	150	1,500,000
Tomatoes (50g)	10,000	150	1,500,000
Cabbages (50g)	10,000	150	1,500,000
Hand hoes	10,000	100	1,000,000
Spades	6,000	100	600,000
Watering Can	12,000	50	600,000
Hand rack	5,000	50	250,000
Agro chemicals (Assorted)	Lump sump	-	5,000,000
Knapsack Sprayer	120,000	50pcs	6,000,000
Modern bee hives	120,000	300	36,000,000
Local bee hives	10,000	200	2,000,000
Grafted Fruit tree seedlings	Lump sump	pcs	60,000,000
Subtotal			132,950,000
Environmental Management	Lump sump		10,000,000

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Subtotal			10,000,000
Administration			
Coordinator	800,000	Monthx12	9,600,000
Programme Officer- Agriculture	500,000	Monthx12	6,000,000
Programme Officer- Community Services	500,000	Monthx12	6,000,000
Training Officer	400,000	Monthx12	4,800,000
Assistant Training Officer	300,000	Monthx12	3,600,000
Finance Administrator	600,000	Monthx12	7,200,000
Administrative Assistant	300,000	Monthx12	3,600,000
Systems Administrator	400,000	Monthx12	4,800,000
Travels	100,000	Monthx12	1,200,000
Communication	100,000	Monthx12	1,200,000
Fuel and Lubricants	300,000	Monthx12	3,600,000
Subtotal			49,600,000
Monitoring and Evaluation	3,000,000	Monthx4	12,000,000
Subtotal			12,000,000
GRAND TOTAL			239,025,000

7. ORGANIZATIONAL STATUS: LEGAL, MEMBERSHIP, STAFFING, STRUCTURE AND GOVERNANCE

7.1 LEGAL STATUS

Hear International (HI), formerly Action for Community Transformation (ACT) was founded in 2003. The organization was first registered with Arua District Local Government, Directorate of Community Services under Ministry of Gender, Labour and Social Development as a Community Based Organization (CBO) with registration number 238. Later on, the organization was registered with the National Board for Non- Governmental Organization with registration number 9756 as a Local Non-Governmental Organization in 2013. Hear International (HI) is permitted to operate in Arua District, Uganda (East Africa). Our Head office is located 12km along Arua-Kampala Highway at Ocoko (Dubai) Trading centre, Ajia Sub County, Arua District in Uganda.

PROFESSIONAL MEMBERSHIP

The organization is a member of both international and national Networks and Associations in Uganda: The Development Network of Indigenous Voluntary Associations (DENIVA), Climate Action Network-Uganda (CAN-U), National Organic Agriculture Movement of Uganda (NOGAMU), Hunger Fighters Uganda (HFU) and Arua District NGO Network (ADINGON).

7.2 STAFFING

HI has a strong team and diverse backgrounds and has strong natural resources & environmental and Agricultural and other technical qualifications in key positions.

8.2.1 STEPHEN ABABO:

Stephen Ababo has Master of Science in Agro Ecology and holds BSc Organic Agriculture, Bachelor of Environmental Management from Uganda Martyrs University (UMU) and Makerere University (MUK) respectively. He has short trainings in Project Cycle management, HIV& AIDS Counseling, Child Protection, Grants Management, project monitoring and evaluation, and Human Rights Based approach. Stephen has over Ten years of practical experience in designing, coordinating, implementing, monitoring and

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evaluation (M&E) of development programs in the following technical areas Agriculture, Natural resource management and NGO management. ABABO has strong experience working directly with the Uganda Government Ministry of Health, Agriculture, Education, and Office of the Prime Minister as well as a range of both national and international organizations and donors such as UNICEF, The Netherlands Embassy in Kampala, US Embassy in Kampala, SNV, and Seeds For Africa among others. He provides overall Project leadership and coordination accountabilities for HI.

8.2.3 STEPHEN OKUTI: BSc Agriculture & Diploma in Crop Production and Management. He is the Training Officer of ACT. He has 7 years of work experience especially in Arua District.

8.2.4 EMMANUEL ABITI: BSc Agriculture & Diploma in Agroforestry. He is Programme Officer in charge of Agroforestry. He has 5 years of work experience.

8.2.5 PEACE CANDINI IMMACULATE: MA, Bachelor of Arts in Development Studies. Peace is Programme Officer in charge of community services/ Monitoring & Evaluation. She has 3 years experience of work.

8.2.6 STELLA MUNDURU, BA Economics. She is the Finance Administrator. She has 3 years work experience.

8.2.7 NESTA DRIJARU: Diploma in Business Administration. She is the Finance Administrative Assistant. She has 4 years work experience.

8.2.8 CRAIG DAVID: He is a Volunteer from Scotland now working for ACT. He has 5 years experience in Forestry and Agricultural activities.

8.2.9 AYOKU KENNEDY: Diploma in Agroforestry. He is Training assistant. He has 4 years of work experience.

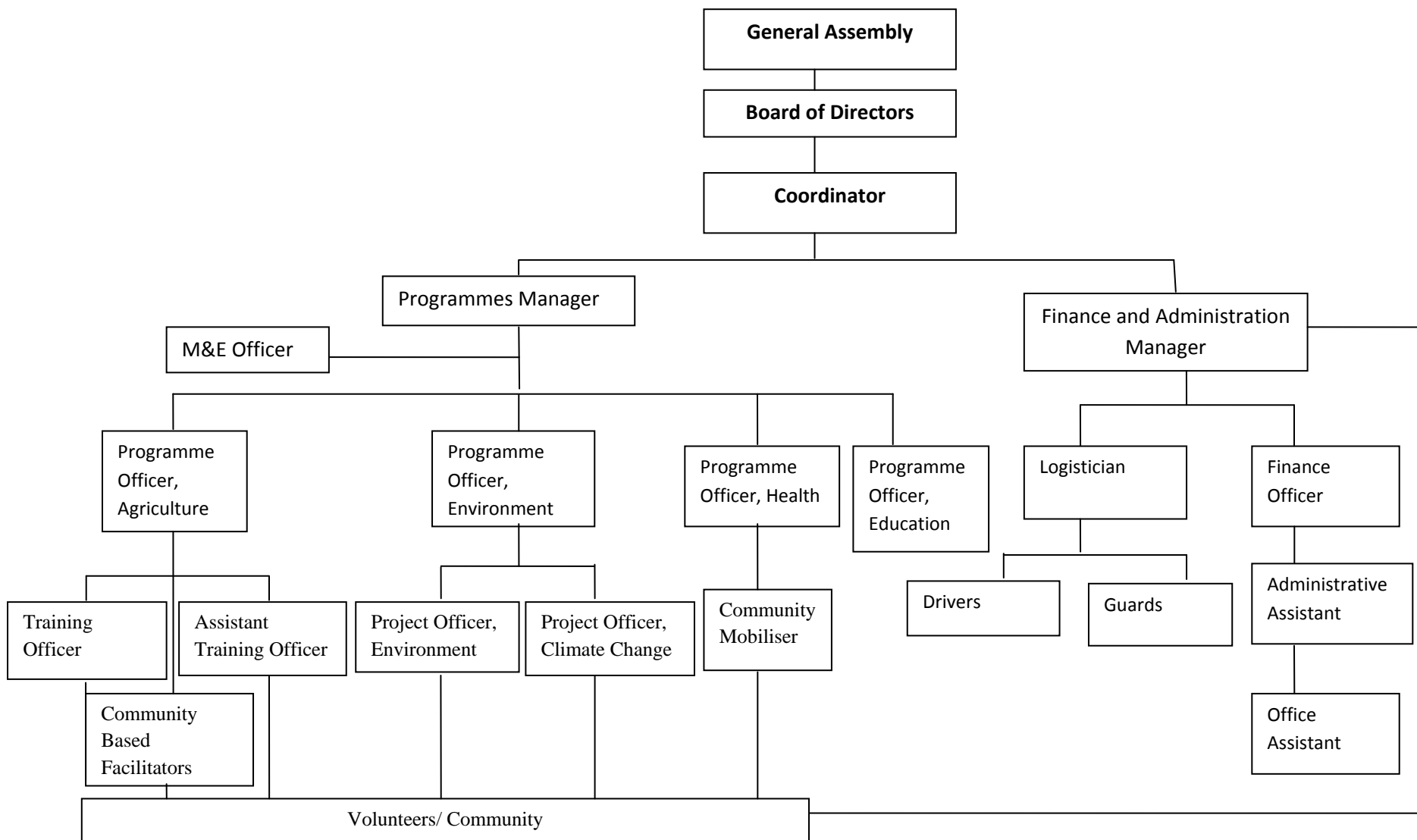
8.3.0 EZARU STELLA: Diploma in Environmental Health and Certificate in Environmental Health. She is Assistant Programme Officer in-charge of WASH. She has years work experience.

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8.3.1 Board of Directors

S/No	NAME	DESIGNATION	QUALIFICATION
1.	DRANIA Silvano	Board Chairperson	MA, Bachelor of Statistics
2.	ALIABAYO Cyprian	Vice Chairperson	MA, Bachelor of Arts in Social Sciences
3.	BADARU Esther	Treasurer	Bachelor of Social Work and Social Administration & Diploma in Social Work and Social Administration.
4.	ADULE Kefa	Secretary	Bachelor of Statistics, Diploma in Bioformatics.
5.	AKUMA Meleki	Member	Bachelor of Arts in Education, & Diploma in Secondary Education.
6.	AVAKO Specioza	Member	Bachelor of Law (LLB)
7.	DROMA Collins	Member	Diploma in Records and Information Management.
8.	ABABO Stephen	EX-Officio member	MSc Agro Ecology, BSc Organic Agriculture and Bachelor of Environmental Management.

ORGANISATIONAL STRUCTURE AND GOVERNANCE



10. Annexes

10.1 Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

STRENGTHS	WEAKNESS
Strong values (focus on the vulnerable)	Inadequate resource mobilization and under-funded projects limits range and coverage of activities.
HI is legally registered and recognized as an NGO in Uganda and outside.	Inadequate logistics.
Diverse experience of the staff (both operations and programs).	Dependence on donor funds.
Strong Human resource.	Limited coverage.
	Sustainability challenges.
OPPORTUNITIES	THREATS
Goodwill from the community and the local Government.	Changing donor priorities.
Conducive national policy.	Emerging competitors in provision of (quality) services.
Availability of network of partners.	Escalating natural and man-made disasters.
Existing structure.	

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11.

ATTENDANCE LIST

S/No	NAME	Organization/ Institution
01.	ABABO Stephen (Coordinator)	Hear International (HI) P.O. BOX 1218, Arua (UGANDA).
02.	ADULE Kefa (Honorary Secretary to the Board)	Hear International (HI)
03.	OKUTI Stephen (Training Officer)	Hear International (HI)
04.	DRIJARU Nesta (Administrative Assistant)	Hear International (HI)
05.	MUNDURU Stella (Finance Administrator)	Hear International (HI)
06.	BADARU Esther (Treasurer to Board)	Hear International (HI)
07.	DROMA Collins (Board Member)	Hear International (HI)
08.	CRAIG David (Volunteer)	Pioneer International
09.	ALMA Rose (Programme Officer)	Arua District NGO Network (ADINGON).
10.	ALIONI Robert (HI Beneficiary)	Pajulu- Olevu Village, Ajia sub county, Arua District.
11.	MATATA Jimmy (Sub County Chief)	Ajia Sub County Local Government, Arua District.
12.	EDEMA Godfrey (Parish chief- Ayaa-ya Parish).	Ajia Sub County Local Government, Arua District.
12.	Dr. YIKII Godfrey (Consultant)	International Social Development Consults
13.	Dr. Ukam OYENE	International Social Development Consults
14.	ALIABAYO Cyprian (Vice Chairperson Board)	Hear International (HI)